



INSCOM

Journal

FOR THE MILITARY INTELLIGENCE PROFESSIONAL

Winter 2002

Inside:
Alexander
assesses
command
see page 13



***INSCOM's support
assures Enduring Freedom***

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Volume 25, Number 1

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Cover This issue of the INSCOM Journal is in memory and honor of those who died in the terrorist attacks on the United States and during Operation Enduring Freedom. INSCOM's service to the Nation in the war against terrorism took the form of protecting installations against further attack and providing operational intelligence. (Photos by T. Gardner, Spc. Brian Murphy and Staff Sgt. Eric Reinhardt. Back cover photo by Kim Jannsen)



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Proving our value

The war against terrorism has tested and proven INSCOM's capabilities and value to the Army and the Nation. This fight has called upon every part of the command and required extra effort from the active duty force, Army National Guard and Reserve, civilians and contractors.

You have stood guard on installations, rolled up your sleeves to give blood, raised funds for victims of the terrorist attacks and shown the INSCOM patch among warfighters and your peers from other major commands. Your reports and analyses have made a critical contribution to fighting the war, identifying and bringing to justice those who perpetrated the attacks, and protecting military installations from further attacks.

Our families also have been affected as the work force put in long hours and, for those who are deployed, spent time away from home during the holiday season, birthdays, anniversaries, births, recitals and children's sports games, to name only a few of the important events of daily life you have missed while performing your duty.

The war against terrorism will be a long one. In that way, it is closer in nature to the wars that our parents, grandparents and even great-grandparents knew—the World War II, Korean War and Vietnam War generations—compared to the short campaigns that the military has conducted in the last 25 years—Grenada, Panama, Desert Storm and Kosovo.

Another aspect of the new war is that it is against a widespread foe, with terrorist groups reported to be in dozens of countries. As we saw Sept. 11, terrorists can blend into society, even openly receiving training and information that allows them to carry out their attacks.

As the Army's operational intelligence force, INSCOM has responsibility for many of the tools used against terrorism. Each of the intelligence disciplines—signals intelligence, human intelligence, counterintelligence, imagery intelligence and measurement and signature intelligence—along with force protection, production and information warfare, has been and will be a big part of Operation Enduring Freedom.



Maj. Gen. Keith B. Alexander

Along with our professional responsibilities, we all have personal responsibilities to ensure our security remains intact. Be alert to any apparent threat or suspicious activity. Keep up to date on antiterrorist and force protection training and measures. Protect classified information.

I can't say enough how proud and grateful I am as your commander. My frustration as the Commanding General is I can't individually shake the hand of each of you. But you deserve to have your hand shaken, and I hope you understand that I and the Army leadership appreciate everything you have done.

Recruiting and retention for total force

Objectives met in 2001, this year can be even better

The Army's recruiting and retention efforts are designed to ensure that we maintain a ready and trained military force. This force's mission of protecting America's security and our Nation's interests is clearly dependent on the number of quality soldiers we retain.

Our retention accomplishments directly correlate to the state of readiness with INSCOM and the entire Army. Through the extraordinary efforts of our leaders and retention personnel, INSCOM achieved its retention objectives for FY 01. Total officer and NCO involvement were instrumental in this accomplishment.

Continue to include retention topics in your professional development

(officer and NCO programs). Don't rely only on our commanders and retention personnel. Engage soldiers early and don't wait until the last minute to talk to soldiers about reenlistment opportunities.

As we've entered a new year, I ask that all leaders stay involved. Utilize all resources including your counselors, PERSCOM and the INSCOM staff in your retention efforts. Educate your soldiers on the benefits of an Army career.

Have first-line supervisors fully integrated in the process. These supervisors have the most contact with our soldiers and often the most influence. If your soldiers still opt to separate from the active force, discuss the



CSM Terence R. McConnell

numerous career opportunities available to them in the Reserve and National Guard components.

Remember, our goal is to retain quality soldiers in the total force. We must remain totally committed to achieving our assigned objectives. I'm extremely confident that our FY 02 achievements will be just as productive, if not more, than last year's.

Once again, thanks for a great job and continue to strive to maintain a ready force. Every quality soldier we retain today equates to a quality force in the future.

Information office wins DoD award

First-ever honor recognizes initiatives to reduce costs, allowing more systems for less money

A Department of Defense award for excellence in information management has been awarded to the Chief Information Officer (CIO) Office of the U.S. Army Intelligence and Security Command.

The INSCOM CIO office, only a year old at the time it won the award, and the U.S. Army Recruiting Command received the first-ever Office of the Secretary of Defense CIO Award for Outstanding Achievement in Information Management in an Oct. 25, 2001, ceremony at the Pentagon. Finalists for the award were narrowed down from a field of candidates from across DoD.

INSCOM was recognized for several initiatives that reduced costs, including enterprise software license solutions, assembling a worldwide inventory of the command's information technology equipment and software, and automating contractor security clearances.

The potential savings of several million dollars a year across all of these initiatives will allow INSCOM "to be able to focus the limited resources on critical areas and to do things we haven't been able to do before," said Robert J. Fecteau, INSCOM's CIO.

The command spends 26 percent of its budget on information management and information technology, not including salaries, according to Fecteau. "Managing that money better, more coherently, is critical to me," he said. "I can make that total money go further...more systems for less money."

For example, INSCOM needed to purchase 4,000 computers to meet an Army requirement to be ready to move to Microsoft Windows 2000 and Active Directory by April 2002. By negotiating a bulk purchase, the cost was reduced by 40 percent, or about \$2.6 million. Additionally, having the software installed at the factory will save 8,000 hours of labor by INSCOM employees, which ordinarily would cost up to \$700,000, Fecteau said.

"By leveraging our size and smartly negotiating, we effectively saved the command money," he said.

Recognizing that time is also money, the CIO office initiated a review of the contractor security clearance process. The CIO quickly identified a goal



Under the direction of Robert J. Fecteau, the Chief Information Officer Office of the U.S. Army Intelligence and Security Command won a Department of Defense award for excellence in information management. (Photo by Robert J. Bills)

of speeding up the granting of contractor accesses by 50 percent, from 48 days to 24. The previous process, done through manual data entry and multiple fax transmissions, caused \$12 million in lost productivity annually because contractor companies had to keep people on overhead while awaiting clearance processing. This became a cost passed on to the Government in higher overhead rates, Fecteau said.

In modernizing the clearance process, Fecteau said, "We can improve accuracy as well. The more people that handle data, the more inaccurate it will be. We need to capture each and every keystroke where it originates and let it go through the entire electronic process without having to be retyped."

Fecteau said his daily focus is on making sure the workforce has and uses the best technology the command can provide in the most efficient and innovative way possible. "Information technology only gets value when the owners of that technology get value," he explained. "The people themselves hold the key to maximizing our tremendous investment in information technology, and they are going to be the key to using it to achieve even more tremendous results in the future."

Alexander promoted to major general

Keith B. Alexander, commander of the U.S. Army Intelligence and Security Command, was promoted to the rank of major general in a Dec. 11, 2001 ceremony. Alexander, the 10th commanding general for the Army's global operational intelligence force, has been the INSCOM commander since Feb. 12, 2001.

"You've done a tremendous job over the past 90 days, looking at what could be done and doing it," Alexander said to the soldiers and civilians attending the ceremony. The promotion ceremony took place three months after the terrorist attacks on the World Trade Center and the Pentagon. "There's a lot of hard work that goes on every day to make that happen. I'm immensely proud of your accomplishments, and it's a privilege and an honor to be here as your commanding general."

Lt. Gen. Robert W. Noonan Jr., deputy chief of staff, G-2, U.S. Army, officiated at the ceremony. He also commended the INSCOM work force.

"The work that you've done, the selfless sacrifice and innovation, has made a major difference in this war on terrorism," Noonan said. Alexander is "clearly qualified" to lead the command's soldiers, civilians and contractors, said Noonan.

"He's bright. He's innovative. He understands the operational art of war. He understands people. He's taking care of people and he's challenging them."

Alexander has a long



At his promotion ceremony Dec. 11, Maj. Gen. Keith B. Alexander has his second star pinned on by Lt. Gen. Robert W. Noonan Jr., deputy chief of staff, G-2, and Mrs. Alexander. (Photo by Robert J. Bills)

association with military intelligence, beginning with his assignment as assistant S-4 (logistics) with the 511th Military Intelligence Battalion, 66th MI Group, in March 1976. Prior to taking command of INSCOM, Alexander was the director of intelligence for the U.S. Central Command, MacDill Air Force Base, Fla. He has also been the deputy director for intelligence on the Joint Staff, Defense Intelligence Agency, and the assistant chief of staff (intelligence) for the 1st Armored Division during Operations Desert Shield and Desert Storm. Alexander has commanded the 204th MI Battalion, 66th MI Brigade and the 525th MI Brigade, XVIII Airborne Corps.

In addition to being a graduate

of the U.S. Military Academy, West Point, N.Y., Alexander is a graduate of Boston University and the Naval Post Graduate School. His military education includes the Armor Officer Basic Course, the Military Intelligence Officer Advanced Course, the U.S. Army Command and General Staff College and the National War College.

Alexander's awards and decorations include the Defense Superior Service Medal with Oak Leaf Cluster, the Legion of Merit with four Oak Leaf Clusters, the Bronze Star, the Meritorious Service Medal with four Oak Leaf Clusters, the Air Medal, the Army Commendation Medal with Oak Leaf Cluster and the Army Achievement Medal with Oak Leaf Cluster.

First Presidential award goes to NGIC executive

A senior executive at the National Ground Intelligence Center, a major subordinate command of the U.S. Army Intelligence and Security Command, became the command's first employee to receive the Presidential Rank Award.

William S. Rich Jr., executive director of the NGIC and a U.S. Army Senior Intelligence Executive Service member (a Senior Executive Service member equivalent), competed at the U.S. Army and Defense Department level to receive this prestigious award for 2001.

Each year, the President confers the rank of Distinguished Executive or Meritorious Executive on a small group of career members of the SES who have provided exceptional service to the American people over an extended period of time. Executives from across government are nominated by their agency heads, evaluated by citizen panels and designated by the President.

Rich was recognized in the Meritorious Executive group. The Meritorious Executive award is given for long-term accomplishments. Only 5 percent of career SES members may receive the award, which includes a lump-sum payment of 20 percent of the executive's base pay, a silver pin and a framed certificate signed by the President.

"Bill has continued to be the NGIC's leading force in directing the accomplishment of our goal in meeting the federal government's defense intelligence needs since the center's inception in 1994," said Maj. Gen. Keith B. Alexander, INSCOM's commanding general.

According to Alexander, Rich has assisted since 1993 in pioneering the conception of the NGIC under the direction of the U.S. Army's deputy chief of staff, G-2. Rich led the consolidation effort to combine the assets of the U.S. Army Foreign Science and Technology Center in Charlottesville, Va., and the U.S. Army Intelligence Threat Analysis Center in Washington, D.C.

"This is a real honor, and I'm slightly embarrassed, but very appreciative, to have been singled out for this award. It is really a reflection of the superb work done by the men and women—military and civilian—of the NGIC over the past several years," Rich said. "Their efforts in support of the current crisis have made significant contri-



William S. Rich Jr.

butions to the success of Operation Enduring Freedom, and I am proud to be associated with these dedicated professionals who truly deserve the credit for this award."

"During the past 18 months Bill has led the development of a comprehensive strategic plan and continues to make organizational adjustments in order to fit the Army's ever-changing requirements," said Col. Michael R. Rosenbaum, NGIC commander. "Bill ensures the center's engineers, scientists and general military intelligence personnel coalesce into interdisciplinary teams to meet intelligence production requirements and provide all-source intelligence to U.S. Armed Forces and Department of Defense decision makers to ensure they maintain a decisive edge on any battlefield."

The NGIC has approximately 900 military and civilian employees who provide high quality, useful and timely integrated scientific, technological and general military intelligence information to the Department of the Army, Defense Department agencies and the U.S. Government.

The ceremony to formally award Rich was held in March.

INSCOM selects 704th's Pringle as Career Counselor of Year

The newest Career Counselor of the Year for the U.S. Army Intelligence and Security Command was named at a November ceremony at command headquarters, Fort Belvoir, Va.

Staff Sgt. Shelly R. Pringle of the 743rd Military Intelligence Battalion, 704th MI Brigade and three runners-up were honored Nov. 8. Runners-up were Staff Sgt. Adam J. McKinney, 501st MI Brigade; Sgt. 1st Class Keith Licciardo, 109th MI Group; and Sgt. 1st Class Jason K. Chakot, 115th MI Group.

"We are the best Army in the world," said Brig. Gen. George R. Fay, INSCOM's deputy commanding general, who officiated the ceremony. "We are the best intelligence organization in the world. It's all because of people like these."

Pringle said she appreciates a chance to be together and compare notes with other career counselors, as occurs during the command's retention conference each year. "You take a little bit from every counselor you meet," she said. "That's the great thing about our field."

The reenlistment NCO at the 704th MI Brigade, Staff Sgt. Veronica Ingle, also was a big encouragement, according to Pringle. "She helped me a lot and kept telling me I could do it,"

said Pringle.

Support and guidance from the chain of command is critical to success in retaining soldiers, Pringle said. "We need a little bit more freedom to be where the soldiers are all the time. I find it easier to go to them then have them come to me."

For her achievement, Pringle received the Army Commendation Medal; coins from Fay and Maj. Gen. Keith B. Alexander, INSCOM commanding general; a Military Excellence Award from the Non-Commissioned Officers Association; an Army-Air Force exchange gift certificate; and a dress blue uniform. The runners-up received certificates of achievement, coins and NCOA plaques.

The Army Career Counselor of the Year was selected in February, after a board review process of nominees from the Army major commands. Pringle did not win at the Army level.

Career counselors counsel soldiers and family members on the benefits of staying in the Army; plan and conduct reenlistment ceremonies; conduct the daily operations of their commander's retention program; ensure the commander is informed of readiness factors related to retention; and make recommendations about the retention program.



Receiving recognition at a Nov. 8 ceremony are (from left) Staff Sgt. Shelly R. Pringle, Career Counselor of the Year for the U.S. Army Intelligence and Security Command; and runners-up Sgt. 1st Class Jason K. Chakot, Sgt. 1st Class Keith Licciardo and Staff Sgt. Adam J. McKinney. (Photo by Robert J. Bills)

NGIC has new home

By Karen B. Hickman

INSCOM Public Affairs Office

The National Ground Intelligence Center dedicated its new headquarters building Sept. 21 in honor of a fallen Cold War hero. The new Nicholson Building, named after Lt. Col. Arthur D. Nicholson, is now the home of the Army's Center of Excellence for integrated all-source intelligence on foreign ground forces.

Nicholson, a member of the U.S. Military Liaison Mission in Potsdam, East Germany, was shot and killed on March 24, 1985, while unarmed and in uniform on a routine mission.

Like its namesake, the 256,000 square-foot-facility symbolizes a national commitment to deliver intelligence information on foreign ground forces to United States policy decision makers at all levels. The NGIC is a major subordinate command of the U.S. Army Intelligence and Security Command. Its mission, in peacetime and in war, is to produce and disseminate all-source intelligence on foreign ground forces and supporting combat technologies to ensure that U.S. forces have a decisive edge on the battlefield.

"He was the last casualty of the Cold War," said the guest speaker, retired Maj. Gen. Roland Lajoie, commander of the liaison mission Nicholson was assigned to at the time of his death. Lajoie spoke briefly of the liaison mission in Potsdam on that day. He summarized it as "careful reporting and recording."

Lajoie said Nicholson set the standard as a consummate military intelligence officer.



Karen Nicholson (left) and Jennifer Nicholson, widow and daughter of Lt. Col. Arthur R. Nicholson, unveil a portrait of Nicholson at the dedication of the new National Ground Intelligence Center building. (U.S. Army photo)

"Intelligence's most important source was the military liaison mission," he said. As Lajoie related the Cold War period to the first major attack on U.S. soil in the 21st century Sept. 11, he said, "The world has changed dramatically. This building will continue with that effort. The attack on Nick, as we called him, was unprovoked and unwarranted, and he paid the ultimate sacrifice."

The Nicholson Building is a state-of-the-art facility located in northern Albermarle County in central Virginia. It is almost twice the size of the six rental properties NGIC employees occupied around Charlottesville prior to its completion in May 2001.

"This facility is dedicated to the memory of Lt. Col. Nicholson, an exceptional individual who died serving our country," said Brig. Gen. George R. Fay, deputy commanding general (Individual Mobilization Augmentee) of INSCOM. "The Nicholson Building is a symbol

of our dedication to America. As we dedicate this building today, let us remember that America remains the beacon of freedom. It will show that our fallen comrades have not died in vain."

"Although this building is dedicated to Nick, it is a tribute to all who serve in the intelligence community," said Karen Nicholson, widow of Lt. Col. Nicholson. "I almost hesitated about the thought of coming here today, especially in light of what is happening in America right now." Mrs. Nicholson accepted gifts of gratitude from NGIC's commander, Col. Michael D. Rosenbaum. A portrait of Nicholson now hangs in the main corridor of the NGIC.

"The intelligence products of this facility are more crucial to America's well-being than ever before," said Rosenbaum. "This war will not be like anything we have ever experienced in the past," he said. "We have very dedicated professionals who work here and are already engaged in this fight. It's a fight we will win."

Long-distance identification system tested at INSCOM headquarters

The search is on for bad guys, and a potential new technology to find them was tested in December at the U.S. Army Intelligence and Security Command headquarters.

A system of cameras that examines people's facial features and searches a database of photographs was put through the paces using 100 volunteer INSCOM employees. The camera system is one of the biometric technologies the Defense Advanced Research Projects Agency is examining in a four-year program called Human ID at a Distance.

"This is the most mature of these technologies, which is why we're testing it here," said DARPA program manager Jonathon Phillips. "As the other technologies mature, we could add them to this setup."

The goal of the Human ID effort is to recognize people up to 500 feet away during the day or night under any weather conditions. Military uses of the technology are force protection, fixed and mobile site security and operations other than war.

During the testing at INSCOM headquarters, participants first were photographed in a head-and-shoulders pose, and electronic versions of the photos were put into a database. The participants then

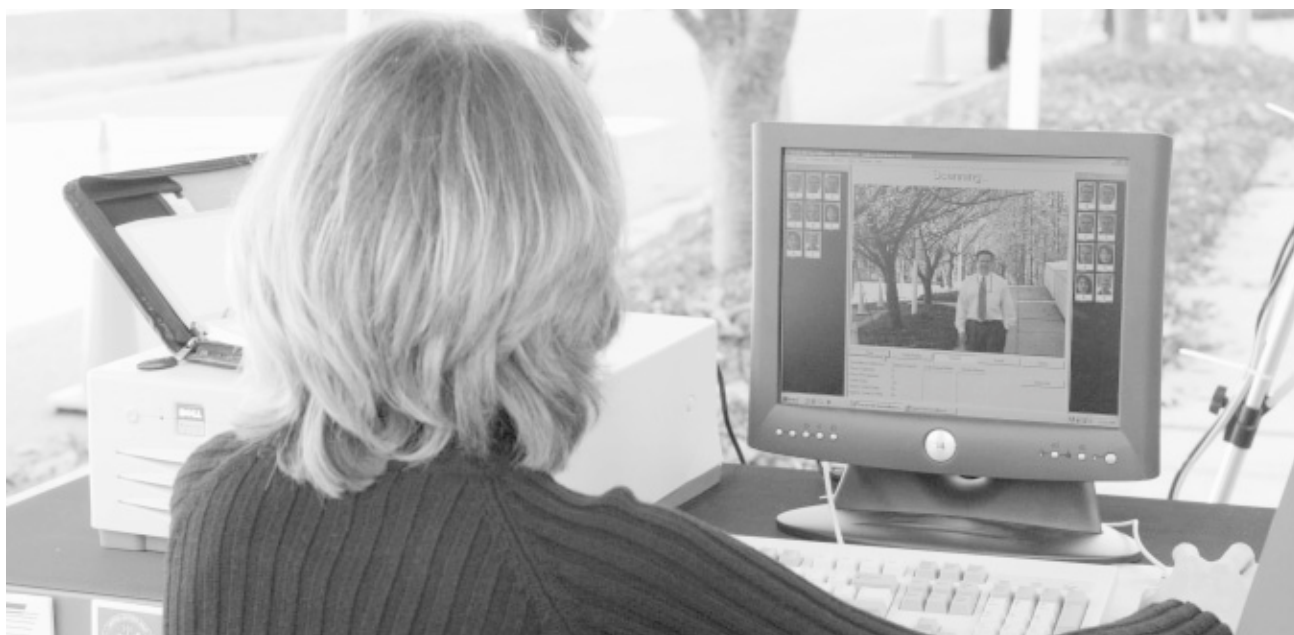
walked through the testing area outside the headquarters building, where the camera system and its software detected their movement at distances between 25 and 200 feet, focused on their faces as they came closer and looked for matching photos in the database.

As a further challenge, people who were not in the database were encouraged to walk through the testing area to see if the system incorrectly identified them as registered participants.

In a real-world use the system's database might consist of organization employees, known criminals or terrorists, and suspicious persons seen frequenting a protected facility. Human ID's goal would be to recognize "the right bad guy," Phillips said.

The system has four possible results: correct identification by matching the right person to the right photo; realizing the person is not in the database; falsely identifying someone as being in the database; and not recognizing someone who is in the system.

The testing will be useful in determining how well the system works, how to harden it for military use and how to improve it for other possible future applications, Phillips said.



Kim Leitch, an employee of Chenega Technology Services Corp., watches a computer monitor that will display results of a database search for matching photographs. A volunteer participant at INSCOM headquarters approaches the system of cameras being tested to identify people at distances of up to 500 feet. (Photo by Robert J. Bills)

Command sees Caribbean crises, collapse of USSR in first decade



During Operation Urgent Fury in Grenada, INSCOM deployed technical intelligence specialists to exploit captured Soviet-built equipment. (U.S. Army photo)

By James L. Gilbert
INSCOM Command Historian

Editor's note: This is the first in a series of articles celebrating the 25th anniversary of the U.S. Army Intelligence and Security Command, 1977-2002. The following article traces INSCOM's coming of age in support of U.S. ground forces, including participation in crises that caused military intervention in Grenada and Panama.

The 1980s were a time of transition for the U.S. Army Intelligence and Security Command. The three-year-old organization entered the decade focused on fulfilling its mission of conducting multidiscipline collection and reporting at echelons above corps.

Progress towards these twin goals had been slow and uneven. One of the early bright spots was in West Berlin where local INSCOM collection elements were working in close coordination to monitor Soviet forces' intentions and to protect U.S. soldiers from foreign intelligence threats. The 470th Military Intelligence Group in the Panama Canal Zone also had been a success story. In both instances, the small number of resources involved and their close proximity facilitated communications and sharing of information.

INSCOM also was wrestling with the issue of how to support wartime operations. To further complicate matters, there was a general absence of doctrine regarding intelligence support at echelons above corps. When Maj. Gen. Albert N. Stubblebine assumed the reins as the INSCOM commander in 1981, he promptly

announced his commitment to preparing the command to go to war. Naturally, much of the attention was directed at INSCOM units responding to a potential crisis in Europe.

One of the first steps taken was the 1982 activation of the 513th MI Group and its three subordinate battalions at Fort Monmouth, N.J. The group's mission was to supplement INSCOM assets in the European Theater in case of war. However, the region of the world that would demand INSCOM's immediate attention lay to the south.

In 1983, the political situation on the tiny Caribbean island of Grenada had grown untenable. A more militant group had replaced the Marxists who seized control of the island in 1979. U.S. decision makers became increasingly concerned over the presence of Cuban troops and the construction of an airfield large enough to handle Soviet airlifts. When a thousand American students attending medical school on the island were placed in jeopardy during October, President Ronald W. Reagan ordered the securing of the island using a force of Army Rangers and Marines.

Due to the nature of the action, Army intelligence did not play a major role during the fighting phase. However, INSCOM did make a significant contribution in the aftermath. The 513th MI Group dispatched a technical intelligence team to police up Soviet-made equipment captured from the revolutionaries. On the basis of their experience in Grenada, technical intelligence

specialists determined that in the future, it was essential for combat forces to be educated on the value of protecting captured materiel. This lesson learned would pay great dividends a decade later in the Gulf War.

Additionally, the 902nd MI Group deployed a small counter-intelligence detachment for force protection. Drawing upon local sources, the CI agents obtained information that led them to a large cache of weapons left behind by Cuban operatives.

Also in the early 1980s, a Marxist-led and Cuban-allied government in Nicaragua was creating a similarly volatile situation in Central America. Concerned that the Sandinistas would export their revolutionary politics to neighboring countries, the United States encouraged the efforts of local guerrillas, the Contras.

Central and South America were becoming a focal point for drug-smuggling activities that were beginning to destabilize various governments. Strategically, the United States' primary mission centered on the Panama Canal Zone, where it maintained troops to safeguard access and protect U.S. interests in the region. INSCOM's 470th MI Group, located in the Canal Zone, provided intelligence and security support to the U.S. Army Southern Command.

As a result of U.S. decision makers' focus on the situation in Central America, the Joint Chiefs of Staff tasked INSCOM to field new units and test new systems that would meet the growing threats in the region. Among the actions taken was the standing up of an aviation company that would later evolve into a battalion



Access to the Panama Canal Zone remained a strategic objective to the United States. The 470th Military Intelligence Group in Panama supported U.S. forces during times of peace and conflict. (U.S. Army photo)

in support of the Army during low-intensity conflicts.

As if to put an exclamation point to the decade of change, the year 1989 ended with a series of events that would significantly transform INSCOM and its mission in the future. The first of these milestones was the construction of a new headquarters building. A single headquarters for the Army's principal intelligence command was a part of the original study that stood INSCOM up in 1977. However, delay and indecision by the Department of Defense left the headquarters staff split between Arlington Hall Station in Virginia and Fort George G. Meade in Maryland.

By 1986, the headquarters staff was finally collocated at Arlington Hall Station in anticipation of a new building to be constructed at nearby Fort Belvoir. In July 1989, the long-awaited move of the headquarters staff to the new Nolan Building was completed.

The biggest transition for INSCOM came as a result of the sudden and dramatic collapse of the Soviet Union and the end of the Cold War, symbolized by the fall of the Berlin Wall in November 1989. Since the end of World

War II, the main focus of U.S. intelligence had been the Soviet Union and the protection of Western Europe. In the 1980s INSCOM elements along the border and inside West Berlin had carefully monitored the events leading up to the monumental political shifts in Eastern Europe. But it would take years for the full impact of these changes to be felt within the Army and the intelligence community.

The 1980s ended very much as they had begun with the deployment of U.S. troops to a nation in the Caribbean Basin. The Panama Canal Treaty had authorized the turnover of the properties on an extended timetable. However, the process was threatened when Panamanian strongman Gen. Manuel Noreiga rose to power and forged links with Fidel Castro's Cuba, set aside democratic elections and began a campaign of harassment against American citizens in the Canal Zone. Noreiga also had been indicted in U.S. courts as a narcotics trafficker.

Threats against security of the Canal Zone continued to escalate until Dec. 19, 1989, when President George H.W. Bush sent in a combined military force to apprehend Noreiga and restore the democratic process to Panama. Being located on the ground at a number of strategic sites, elements of the 470th MI Group were able to provide timely intelligence to the U.S. fighting forces. Even after the firing had ceased, INSCOM personnel continued to play an important role in document exploitation. Operation Just Cause brought an end to a decade in which INSCOM had evolved into a multidiscipline, forward-deployed command.

Alexander assesses command, sees bright future ahead

Maj. Gen. Keith B. Alexander, Commanding General of the U.S. Army Intelligence and Security Command, reviews the past year, including the impact of the Sept. 11 attacks and INSCOM's role in Army transformation.

Approaching the end of his first year of command, a period of time punctuated in the middle by terrorist attacks on American soil, Maj. Gen. Keith B. Alexander sees a bright future for the U.S. Army Intelligence and Security Command, a future sparked only in part by the attacks.

The attacks brought recognition from the highest levels in the Army of the importance of military intelligence and accelerated INSCOM's plans for transformation, Alexander said in a Jan. 3 interview.

"I think as you look at what the terrorist bombings have brought home, it's the need for operational-level intelligence. Our biggest supporters have been the Chief of Staff (Gen. Eric K. Shinseki), the Vice Chief (Gen. John M. Keane) and the Deputy Chief of Staff, G-2 (Lt. Gen. Robert W. Noonan Jr.), and they continue to push their support for us as a command," said Alexander.

The impact of the attacks was twofold, he said. "One is to show what more we have to do as an intelligence community to help understand and articulate the terrorist threat. Two is the benefits we've received in increased resources, both money and people. The Chief has invested a lot of money into the Information Dominance Center. We've gotten money for counterintelligence,

force protection and for the people that go with each of those categories. We have shown the requirement for our theater intelligence brigades and laid out what the requirement is to get the groups up to the right level of manning."

Having enough people to do the job has been a pressing issue for Alexander since he assumed command in February 2001. Within a few months, he visited INSCOM's major subordinate commands (MSCs) in Germany, Korea, the United States and Japan, and came away with two thoughts.

"What a bunch of great people we have throughout INSCOM, hard working, doing tremendous work both for the Army and our nation, and how poorly resourced we were in terms of people, money and equipment. I think you can see in every one of our MSCs the people trying to do the best they can with what they have. We haven't resourced them enough, and I think that's across the board, whether it's in the theater brigades, counterintelligence or signal intelligence. We need to fix that."

By demonstrating what INSCOM can do as a command to Gen. Shinseki, Gen. Keane, the deputy chief of staff, G-3 (operations) and Lt. Gen. Noonan, they see the benefit of resourcing INSCOM at greater levels,



Maj. Gen. Alexander

Alexander said.

"That increased resourcing is paying off, and I think it will help our folks in the field. It's extremely disheartening to be out there with a unit of 30 people when you need a hundred to do the job, trying to do the best you can, and everybody is aloof to that problem. I think recognition of that shortfall is great, and I think their value to the Army and to the nation is seen in Operation Enduring Freedom."

Alexander doesn't claim all the credit for obtaining the increased support. "To say it's all been based on what we've done would be incorrect. It started several commanders ago. We've continued to improve the operational capabilities of INSCOM as the operational intelligence force and consistently shown the Army leadership what we need and gotten it back."

The command's greatest strength "without a doubt" is the people, Alexander said. "The

people, the people, the people are the top three,” he said. “We’ve got some great equipment, but let’s be real honest; the equipment is tools our people have to use. Throw away the equipment and we still have great people who would do some great work for us as a country. So what we’ve got to invest in is the people, taking care of them, getting them the money, getting them the people they need to do their job.”

Investing in the people means making sure all three legs of the work force “triad”—military, civilian and contractors—have the necessary training, according to Alexander.

“The Army does pretty well in developing soldiers, but INSCOM is more than just military. It’s military, civilians and contractors,” he said. “So our focus on training has to be military and civilian and ensure the contractors we get are trained to do the job we need them to do. Within the civilian side, it’s to take that to the next step, how do we get the right schooling and capability for our civilians that we need. We cannot do our job at the operational level without the civilian force, and if we don’t invest in their training like we do the soldiers, we’re doing a disservice to that leg of the triad.”

Alexander said INSCOM is well along the path to Army transformation, the effort to provide forces in the next 10 or 15 years that are responsive, deployable, agile, versatile, lethal, survivable and sustainable. “When you look at Army transformation, it is about how we as an Army jump to the future,” he said. “That’s what intel has been all

about over the past few years. Army intelligence led the way in that, and within Army intelligence, INSCOM is the operational intelligence force. We’re doing what needs to be done for the Army of the future.

“If you look at how we would transform the theater intelligence brigades and how they have to work with our national-level units, the SIGINT, counterintelligence, National Ground Intelli-

“What we’re doing represents perhaps some of the best, most advanced work that the Army is doing.”

gence Center, Land Information Warfare Activity, Information Dominance Center, all that works together to support that future force. We have to develop that today because the threat is here—the terrorist threat, the counter-drug threat, the computer network ops, the cyber warfare threat and that all-source threat that we’ve always got to be prepared to defeat. What we have to do is provide the intelligence for that force, whether it is a small Special Forces team all the way up to an Army-level fight.

“What we’re doing represents perhaps some of the best, most advanced work that the Army is doing,” said Alexander. “What’s transformation? It’s doing our job better. It’s taking people and saying OK, our job is to get real-world intelligence to support

these kinds of things. How do we do that better in the computer age? How do we do that better to get more precision, more lethality and deployability for the objective force? If you look at any one of our units, it’s going towards that already. So I think in the intelligence community, transformation began for us earlier than the rest of the force, out of necessity.”

Alexander concluded with a message of appreciation and resolve to the INSCOM work force. “The command, INSCOM headquarters and the subordinate units have worked exceptionally hard since Sept. 11 to support Operation Enduring Freedom and to ensure the safety and protection of the Army and U.S. citizens around the world,” he said. “There’s been some great work, heroic work, both operationally and on the support side. Everybody’s been doing tremendous work, and they deserve great credit for that and my heartfelt appreciation.

“It’s not over. If Osama bin Laden and Mohammad Omar are captured or killed, that doesn’t solve the terrorist problem. It will go on. They are two icons, and there are a hundred more to take their place. Getting ahead of that is where we’ve got to go.

“It’s not going to get easier. I would expect this next year is going to go as fast and furious as the last four months have gone. So thanks for the great work that you’ve done and for the great work you’re going to do. The good news is I think everybody recognizes that at the Army leadership, and I think they ought to take great pride in that.”

Reservists have personal motivation

Brig. Gen. George R. Fay, Deputy Commanding General (Individual Mobilization Augmentee) of the U.S. Army Intelligence and Security Command, explains how the Reserve Component is contributing to the effort against terrorism.

The deputy commanding general of the U.S. Army Intelligence and Security Command, a member of the Army Reserve, has quite a bit of personal motivation for devoting more than a year of his life to active duty during Operation Enduring Freedom. He believes the same is true for others in the Reserve and Army National Guard.

"The overall feeling that I personally have and that I think is reflective of all the other Reserve Component soldiers serving not only at INSCOM but anywhere on active duty is that we really feel we're the privileged ones," said Brig. Gen. George R. Fay. "We're the ones lucky enough to be in a place and in a position where we can do something about what occurred to us on Sept. 11. Most other Americans have to sit home and be frustrated by their inability to take any direct action. We have the ability and are taking direct action and contributing to the fight against terrorism."

Fay, an individual mobilization augmentee, lived and worked for many years near the World Trade Center. New York City firefighter Ron Bucca, the first sergeant of a military intelligence detachment Fay commanded in New York, died when the World Trade Center collapsed.

"The Sept. 11 attack was very close to the center of my personal life," Fay said in a Jan. 3 interview. "I'm from Jersey City, right across the river. I spent a good number of years working in New

York City, commuting every day through the World Trade Center. My son watched the event from his skyscraper across the river from the World Trade Center, and my daughter is a social worker who counseled the bereaved and stricken families. There's not a family in metropolitan New York-New Jersey that has not been affected in some way, either personally by relatives or by direct friendships. That's a daily motivating factor for me and for many of our counterparts."

Along with their personal motivation, the Guard and Reserve troops have brought skills and readiness that are bolstering INSCOM's capabilities in a time of crisis, Fay said.

"From my knowledge and from my conversations with the Reserve and National Guard personnel that we have brought on active duty and with the counterparts they are working with, it's gone very smoothly and very well. The Reserve Component folks are well trained and well prepared to perform the missions that INSCOM has mobilized them for. They've easily melded into the operation with very few problems or difficulties. As you travel throughout the INSCOM community and you observe the current operations, we're proud to say that you can't tell the Reservists from the Active Component soldiers, other than their patches. That's the only thing that distinguishes them." Fay attributed that success to the Army's system of



Brig. Gen. Fay

training. "The Army has done, I believe, a super job, and always does a super job, of getting people ready for their next assignment," he said. "The Army is a true believer and practitioner of lifelong learning. I frequently amaze my civilian counterparts when I tell them all of the various courses and different types of assignments I've had in the active Army and the Army Reserve. They're amazed by the amount of institutional learning that the Army conducts."

Fay's civilian job as executive vice president for claims and operations at a major property and casualty insurance company, and his 31 years of experience in military intelligence, are being put to use at INSCOM headquarters. The commanding general, Maj. Gen. Keith B. Alexander, has assigned him responsibility for overseeing the command's signal intelligence units, along with some budgetary issues and financial areas.

"Because of the operational tempo of Enduring Freedom and the requirements for the commanding general to be in many

places in essence at the same time, he has asked me to fill in as the chief person for the SIGINT community,” Fay said. “Because of what I do day-in and day-out, I do have quite a bit of executive experience and experience in the area of financial management and personnel management, in corporate practices, oversight of such things as information technology, investments and purchases. All of that has been useful,” he said.

In the Army Reserve, Fay has commanded an Army Security Agency company, a military intelligence company and a

combat electronic warfare intelligence battalion. He served on active duty in the early 1970s as a counterintelligence officer in the Republic of Korea, as an instructor at the Army Intelligence School and as the post intelligence officer at Fort Drum, N.Y.

The war on terrorism and other 21st century threats will require more emphasis on intelligence, Fay predicted. “Enduring Freedom is heavily intelligence oriented. This is really an intelligence war. As the president has said, this is not a short-duration encounter. We will be fighting this

war for some years to come, and I think it will call for increased numbers of military intelligence personnel and units, and that will occur in the Active Component and in the Reserves.

“Military intelligence is always a warfighter, whether or not there’s an actual shooting war. Intelligence is something that we are always doing. In fact, pretty much since the Vietnam War days, even in the Army Reserve we’ve been focused on real-world intelligence. So we don’t just train, we perform real-world missions.”

Reserve duty has ‘changed forever’

By Linda D. Kozaryn
American Forces Press Service

Since Sept. 11, the nation’s Army Reserve forces are mobilizing faster than ever before, according to the chief of the Army Reserve.

“This Army Reserve will never be the same again,” Lt. Gen. Thomas J. Plewes said at the Reserve Officer Association mid-winter conference.

“Missions that we had only given lip service to are now essential missions,” the general noted. “The timing of our call-ups, (and) the expectations of the American people as to what the Army Reserve needs to do and how it has to do it, have changed forever.”

Before Sept. 11, the general said, the Army Reserve focused on unit and people readiness, job specialty qualification, training programs, equipment readiness and deployments. “We had no idea what our role was in homeland security,” he noted. “We didn’t know what ‘hasty mobilization’ meant. ‘Threat

Condition’ didn’t figure heavily in our lexicon.”

The role of the Reserve Components has changed dramatically, the general said. In Vietnam, the military called up 3,000 Reservists. In the aftermath, however, Army Gen. Creighton W. Abrams enunciated the Abrams Doctrine which essentially said, “You’re not going to go to war again without calling up the spirit of the American people and you do that by calling up the National Guard and Reserve.”

In Desert Storm, the nation called up 135,000 reservists. “They couldn’t do it without us and we were there and we were successful,” Plewes said. “We established a new basis for where we moved in the future.”

Before Desert Storm, he said, the Reserves were satisfied with the capability of calling up soldiers in 30, 60, 90 or 180 days. After Desert Storm, Army Reserve officials knew they had to be able to get in faster—10 days for highest priority units, and 30 or 60 days for other organizations.

“After Sept. 11, we began

looking at models that said it had to be from 24 hours to 10 days,” Plewes said. “The way we did business just doesn’t work anymore.”

In Desert Storm it took six months to deploy 84,000 Reserve service members, he noted. Reserve personnel were on the scene immediately after the Sept. 11 attacks, and it took four days to put 2,500 Reserves on duty.

“That’s a real challenge for the Reserves,” Plewes said. “The National Guard in its state missions has been doing that for years, but we’re part of the federal force. Bringing a federal force to emergencies so quickly is really not something that the Army has been doing.”

Today, he stressed, maintaining readiness is not an “occasional thing, but a constant thing.”

Army Reserve units have had practice preparing for deployments. About 15,000 Reserve soldiers were mobilized for Bosnia and Kosovo. Reserve officials have focused on readiness, family plans and employer support.

Freedom Endures

Where were you on Sept. 11? That question has taken its place in a long line of similar ones in our history. Every generation has its “where were you” question: Where were you when President Kennedy was assassinated? When the Challenger exploded? When terrorists flew airplanes into skyscrapers and the Pentagon? Each question was absolutely unthinkable until the event occurred.

The possibility of terrorist attack was no surprise to many in the U.S. Army Intelligence and Security Command because of the nature of what we do. We cannot always talk about what we do in INSCOM. The many endeavors, sacrifices, and heroic deeds of INSCOM people are often locked away forever or made known only after many years have past.

As a result, the INSCOM Journal can cover very little of what the Command has undertaken in the aftermath of Sept. 11. In the following Special Section entitled “INSCOM responds to 9-11” the Journal has tried to capture moments, remembrances, activities, and reactions. These we should never forget. For they can give us comfort and they can give us perspective on what is important and what endures.

As we have seen in the months since Sept. 11, Freedom has truly endured for our Nation. We have those of you who are part of Operation Enduring Freedom to thank for that.



The heroes of Sept. 11 were Americans of every kind. They helped us look in the mirror and see who we are as Americans—a diverse but united people. I’m sure you remember them.

The courageous young firefighter in New York City on his way up the stairs at the World Trade Center tower. The rugged ironworker, moving heaps of steel rubble so that rescuers could look for survivors. The pilots and aircrews who fought to their last breath for control of their aircraft and the lives of their passengers. The heroes of United Flight 93 over Pennsylvania, who stood as bravely as any American in any conflict in our history.

They are all the true heroes for our and future generations of Americans. And we will never forget them.

As our Nation continues its fight against terrorism, there will be battles, victories, perhaps other tragedies. The memory of those who died in the terrible events of Sept. 11, and the many heroes who inspired us, will help light the way and guide our Nation in this endeavor. We are indeed indebted to them forever.

Excerpt from Maj. Gen. Keith B. Alexander Remarks
INSCOM Remembrance Ceremony
Dec. 11, 2001

Doing their part

Fort Meade soldiers step up to raise funds, stand guard after attacks

By Spc. Brian Murphy
704th MI Brigade Public Affairs

The Sept. 11 terrorist attacks on the Pentagon and the World Trade Center in one way or another affected everyone in the military.

Even those soldiers with no personal connection to the victims of the worst terrorist attack ever on U.S. soil were impacted. Though Fort George G. Meade already was increasing security measures as part of a previously planned Army-wide effort, the attacks immediately heightened the level to Threat Condition Delta.

During this threatcon, the service members and civilian guards at the gates physically inspected every vehicle attempting to gain access to the post. Instead of having one or two guards at each entrance, as many as seven to 10 guards could be seen at each gate.

The day after the attacks, soldiers from Headquarters and Headquarters Company, 704th Military Intelligence Brigade were pulled from their normal duties to serve on Military Presence Courtesy Patrols. The patrols mainly served as a roving presence as they walked around the perimeter of Fort Meade.

"It's important for us to do our part and make sure the installation is kept safe," said 1st Sgt. Robert Cook, HHC first sergeant. "Although we have many soldiers



Pfc. Brandon Church of the 704th Military Intelligence Brigade checks a soldier's identification card at an entrance to Fort George G. Meade, Md. (Photo by Spc. Brian Murphy)

working overtime providing vital intelligence information, we had some soldiers that we could afford to make available for this tasking."

Other soldiers within the brigade helped in their own ways. Sgt. Aaron Douglass, personnel service noncommissioned officer, HHC, tried twice to give blood to the American Red Cross within a week of the attacks. Both times, he was told the wait was at least three hours because of the large number of donors. Still wanting to help, Douglass decided to donate money to the Red Cross and to give blood later.

"There is always a shortage of blood," he said. "Now more than ever I knew they needed it. That is why I wanted to donate blood. Instead of being frustrated or giving up, my wife and I decided to give them money and to give blood another time. The Red Cross is having such a good turnout for the blood drive, but they need equipment to be able

to draw the blood. They need needles and things like that. We just wanted to do our part to help out."

In fact, within days of the attacks, Cook had a large list of soldiers from his unit who wanted to help in any way possible. Sgt. David Doyle, also from HHC, put together a car wash, with all of the proceeds going to help those affected by the terrorist attacks.

"A lot of people feel a sense of frustration after what happened," Cook said. "From our standpoint, there is not much we can do to help the situation in New York or at the Pentagon. Many of these soldiers want to reach out and help in any way possible, whether it's by picking up a weapon and pulling guard or donating blood."

So while the nation picks up the pieces of the World Trade Center and the Pentagon, the soldiers of the 704th MI Brigade continued to do their part.

Focusing on job and mission

Reactions just as strong for group in Germany

By Jayme Loppnow

66th MI Group Public Affairs

In the United States, Americans are still trying to understand what happened Sept. 11, 2001, and it isn't any different for those stationed far from home in Europe.

Many expressed feelings of anguish and disgust while others poured their emotions into their jobs. Days after the initial attack, 66th Military Intelligence Group members in Darmstadt, Germany, expressed sorrow and frustration for what had happened in their homeland.

"My heart was just crushed that this was happening to my country," said Sgt. Theresa Foster, Headquarters Service Company, the day after the attacks. "I never would have suspected a disaster to hit the United States."

"It's devastating," said Sgt. 1st Class Evangelina Ramos-Garcia, Headquarters and Headquarters Company. "The mood is very somber and solemn here. Everyone is going about their duties, but you can tell that their outlook and attitude have somewhat changed."

Many people dealt with their feelings by focusing on their job and mission in an effort to defeat the war against terrorism.

"I was really upset and I felt like I had nowhere to vent my anger, so I put it into my work," said Thom Jester, HHC. "I think everyone is funneling their energies into their jobs."

"The 66th as a whole, especially the Analysis



Spc. Thomas Peterson patrols the Dagger Complex, headquarters of the 66th Military Intelligence Group in Darmstadt, Germany, after the Sept. 11 terrorist attacks. (Photo by Jayme Loppnow)

Control Element, seems to be concentrating on the job element," said Chaplain (Maj.) William Liptrot. "We are doing something about this attack on a daily basis through our jobs. It's not that we aren't reacting to it, but we are trying to prevent it from occurring again. We feel like warriors in the battle at hand and not waiting on an opportunity to release our anger."

Liptrot sent daily e-mail messages of encouragement and support to every soldier, civilian and contractor in the group and provided spiritual guidance to those who sought it. "We turned the monthly Bible study into a prayer vigil," he said. "It started out mournful but ended up almost celebratory in that one realized that after all that is said and done, we as people of God have undergone this kind of thing before. The Lord saw us through then, and the Lord will see us through now."

As the chaplain was guiding people spiritually, the group's senior leaders, who had been attending conferences in the United States, were providing instruction and guidance to

the group from across the Atlantic Ocean.

Due to the Federal Aviation Administration temporarily grounding all flights, Lt. Col. Richard Saddler, 533rd MI Battalion commander; Col. David Lacquement, group commander; and Command Sgt. Maj. Steve Faucette were forced to provide guidance via telephone.

"The bottom line was to make sure that all the requirements were met. Being caught back in the States, I felt helpless," said Saddler. "I was constantly talking on the phone in my hotel making sure we had the necessary coverage. It was very difficult because you not only want to provide the guidance and then see the results of it but also make sure that your intent was carried out."

According to Saddler, the guard force plays a vital role within the group. "The guard force is every bit as important as the intelligence we are pumping out," he said. "The measures that we are taking, since the day this started, will increase over time."

"We are taking the highest precautions," said guard force member Spc. Jason Andrew. "Even though we may not be a target, we can't sit around and wait for something to happen."

"We all need to maintain a strong presence and keep our wits about ourselves as we continue to tackle this huge problem," said Saddler. "We are all part of this. We must be aware of our environment and if our environment changes, we must alert others in order to handle the problem."

Stepping up security

Fort Gordon soldiers take on extra duties

By Sgt. Andre Butler

116th MI Group Public Affairs

What in the world is going on? Who is responsible for all of the chaos that's happening? And why?

These are just a few of the questions being asked since the terrorist attacks Sept. 11 on American soil.

Not only are these questions being asked, protective measures are being implemented to make



sure the same thing doesn't happen again. What better place to find heightened security than on military installations.

Since the attacks, units throughout the Army have put safety measures in place to ensure that soldiers and family members are worry free of such attacks. During the middle of

October, the 116th Military Intelligence Group assumed sole responsibility for manning Gate #7, one of the interior gates on Fort Gordon, Ga.

"At this gate, we control access to and from the range areas on Fort Gordon," said Sgt. 1st Class Thomas Thiemann, a command language program manager and the noncommissioned officer in charge of the Gate #7 security detail. "We also handle the traffic re-entering post going back to the garrison area."

With this type of detail, there are a lot of sacrifices made by the individual soldiers as well as internal changes made daily. But the willingness to make such sacrifices is seen throughout the unit.

"I constantly think about my soldiers who are in the office who need my mentoring," said Cpl. Gary Coles, Headquarters and Headquarters Company, 206th Military Intelligence Battalion administrative specialist.

"This duty also takes away some of the time I usually spend with my child, but it's all worth it when I know we're protecting the welfare of others," he added. "I work constantly

to see that our soldiers' needs are met, and I also discuss with them personnel issues pertaining to changes in schedules. But the most important factor in all of this is to ensure that the gate is covered," said Thiemann.

When looking back at the events that have transpired over the past few months, some of the warfighters have changed the way they view the country that they so proudly serve—personally and professionally.

"It's all worth it when I know we're protecting the welfare of others."
—Cpl. Gary Coles,
206th MI Battalion

"It didn't affect me at first," Coles said. "But when I started to look back and ponder over it, the situation made me become more protective and aware of my surroundings. I've seen attacks as such in other countries but not here. I never thought things of this magnitude could ever happen to us at home."

Still, no matter what challenge presents itself, soldiers from the 116th will remain ready to support the mission of the warfighter.

Moving the troops



1st Lt. Lonnie Moore looks over a manifest with Sgt. 1st Class Theresa Mann as 513th Military Intelligence Brigade equipment is loaded for deployment. (Photo by Sgt. Melinda A. Thompson)

Logistical office key to deployments

By Sgt. Melinda A. Thompson

513th MI Brigade Public Affairs

When a unit gets a movement order, as elements of the 513th Military Intelligence Brigade did for Operation Enduring Freedom, the logistical support ensures the order is accomplished and the unit reaches its destination with the equipment needed to get the mission done.

“Once we get a movement order identifying the unit being moved, we call them and ask what equipment is going, what is the latest arrival date it can get there and where is it going,” said Bobby E. Danzie, 513th MI Brigade deputy logistical support officer. “That’s the essence of combat service support. From there, we get the deployment equipment listing and help the unit do a load plan. We also contact Forces Command for assistance with arranging Air Mobility Command air support,” explained Danzie.

In addition to helping units get organized for deployments, the logistical division’s mission is to plan, direct and monitor all logistics in support of the multi-discipline intelligence and security operations conducted by the brigade and its Reserve Component augmentees.

“Our mission is essential no matter if we are at Fort Gordon or if we are deployed. We provide all classes of supply,” Danzie said. Supplies are broken down into nine classes: rations; office supplies; vehicles; medical supplies; repair parts; petroleum, oils and lubricants; barrier supplies (sandbags

and concertina wire); ammunition; health and comfort items (such as shaving kits and toothbrushes).

Accountability of property is another vital function of the logistical office. “Property accountability is the most important thing we do,” said Danzie. “No commander could have a successful command without the proper accountability of their equipment. Their first official action is a 100 percent accountability inspection.”

The logistics section also is in charge of coordinating Inter-Service Support Agreements. Units who reside at another command’s installations get base operational support through these agreements. “These agreements give the servicing installation more money to cover the cost of having the unit on their installation,” Danzie explained. “For example, since the 513th is a tenant organization on Fort Gordon, there is an ISSA, and as a result, Fort Gordon gets money for having us here on the installation.”

Another aspect of logistics is maintenance. “Maintenance is required for sustainment,” said Danzie.

“We have one of the harder jobs in the Army. We get little recognition,” he said. “Most of the time, the



Coordinating transportation, including airlift when necessary, is part of the function of the brigade’s logistical office. (Photo by Sgt. Melinda A. Thompson)

only time we get noticed is when something is out or we do not provide it.”

Responding to unique challenge

Hawaii group provides war support

By Capt. Kevin Bae
115th MI Group

Early Tuesday morning on Sept. 11, 2001, personnel of the 115th Military Intelligence Group at Schofield Barracks, Hawaii, watched in amazement the events occurring three time zones away in the nation's capital and New York City.

Being in Hawaii created a unique challenge because the islands are in a remote geographic location and many soldiers and leaders were off island on Temporary Duty Assignment or on leave, stranded with only telephone contact.

While most people awoke watching or listening to news, the staff duty officer and staffs of the 115th MI Group and 732nd MI Battalion had been carefully following events unfolding 3,000 miles away, making calls to the U.S. Army Intelligence and Security Command Headquarters at Fort Belvoir, Va., and the 25th Infantry Division (Light). A new way of doing business had to be established for circumstances and duties not covered in the manuals and standard operating procedures.

Key leadership personnel were called in and the process was started to protect the soldiers of the 115th MI Group. The group was the first unit on Schofield Barracks to initiate Force Protection Level Delta.

The group and battalion quickly accounted for their members. Service members were provided instructions on where and when to report to work to counter the problems with vehicle traffic. The 115th MI Group initiated the Crisis Support Element to provide comfort to those soldiers who had missing family members and friends.

During the next couple of days as more was learned of the 9/11 attacks, daily routines changed to include a 24-hour guard force at buildings and other physical security precautions on the installation. Routines for all had to be relearned, as traffic became a problem on and off post. Backups to enter went from two-hour waits with one gate open to 30-minute waits with three gates open.

Streets on the installation were closed to channel traffic, and maneuvering across post became a maze. Commanders learned how to balance manpower to support physical security needs and still support the mission at the Kunia Regional Security Operations Center that needed extra personnel with longer work hours.

Operationally, the 115th MI Group continues to support the campaign against terrorism. From the early stages of the United States response to current accelerated operations in Afghanistan and surrounding areas, the Kunia Crisis Support Cell (CSC) remains the driving force behind KRSOC's operational tempo. The CSC maintains one hand in warfighter battle rhythms and one hand in KRSOC operations, resulting in timely and accurate intelligence support to forward-deployed coalition forces and the national intelligence community.

With connectivity to several Joint Task Force elements currently active in the U.S. Central Command Area of Responsibility, Kunia is providing daily national to tactical interface through the use of national intelligence collection platforms.

As the entire intelligence community has undertaken a "one team, one mission" approach to the campaign, Kunia reallocated operators, analysts and equipment to effectively prosecute targets in support of war planners. The 115th MI Group dramatically increased officer support to various operational mission areas to meet the increasing demands that the campaign placed on the KRSOC workforce. As a result, Kunia is able to focus on research and development, target database management and, most importantly, warfighter support.

KRSOC also is looking ahead to the next phase of the anti-terrorism campaign. The 115th MI Group is preparing for eventual battlefield support and continues to maintain in-depth mission coverage of potential targets in the Pacific.

Deploying is common

National Guard brigade frequently on overseas duty

By Scott Andreae
INSCOM Journal Editor

In much the same way that Army National Guard and Reserve units from all parts of the United States were called up for service following the Sept. 11 attacks on America, soldiers from many states were mobilized in a single unit, the 300th Military Intelligence Brigade (Linguist).

Assigned to the Utah National Guard, the 300th draws troops from units in Washington, Utah, Florida, Illinois and California. Approximately 50 soldiers from the brigade were among the 23,000 Army National Guard and Army Reserve members activated nationwide to participate in Operation Noble Eagle and Operation Enduring Freedom.

All six battalions in the 300th have supplied personnel, according to Maj. Angie Abram, brigade intelligence officer. About 60 percent of the soldiers were assigned to U.S. Army Intelligence and Security Command units, while others supported U.S. Special Operations Command and worked with the FBI on a temporary tasking in October and November, she said.

Active-duty service is fairly common for soldiers of the 300th, who speak many languages. On any given day, about 25 percent of the brigade is on active duty, "very much higher than the average Guard unit," Abram said.

"We do this quite a bit," she

said. "We're unusual for a Guard unit."

The brigade supplies interrogators, counterintelligence agents, voice interceptors and linguists who assist with force protection and communicating with the local populace in other nations.

"We have a relationship with all INSCOM brigades and groups. They treat our soldiers as if they were theirs."
- Maj. Angie Abram

Assignments during peacetime have included nation building, counternarcotics, counterintelligence, human intelligence and working with Regular Army units during peacekeeping rotations in the Balkans and exercises such as Bright Star in Egypt. The brigade's operational tempo is comparable with other INSCOM brigades, Abram noted.

"We have a relationship with all INSCOM brigades and groups," she said. "They treat our soldiers as if they were theirs."

The high rate of deployment means the 300th MI Brigade has a well-honed family support structure that receives special emphasis from the unit commanders. Because the soldiers don't live on a military installation, the challenge of communicating with families of

deployed soldiers is that much larger, said Abram. Telephone calling trees are used once a week to pass along information, along with video teleconferences as frequently as possible.

"Family support either makes or breaks retention," Abram said.

The expected length of deployment during Operation Enduring Freedom—one year, extendable to two years—also is somewhat familiar to the brigade. Previous deployments were typically two weeks to six months long, and personnel from the unit were called to active duty during Operation Desert Storm.



The 300th Military Intelligence Brigade frequently deploys soldiers around the world, as has occurred for Operation Enduring Freedom. Sgt. Sam Turville and Sgt. 1st Class Don Sandberg look at an abandoned weapons cache during a deployment to Kosovo. (Photo by Staff Sgt. Cody Strong)

Show of support

Elementary students send art, write messages to INSCOM

By Deborah Parker

INSCOM Public Affairs Office

The events of Sept. 11 caused most Americans to look at the world differently, but it doesn't usually occur to adults to consider that those changes in outlook and attitude extend to young children. However, students at a Michigan elementary school have shown the employees of the U.S. Army Intelligence and Security Command just how affected children are and how deeply concerned they can be, even for strangers.

Following the tragedies at the World Trade Center and the Pentagon, Rose Rivera, a procurement coordinator in INSCOM's logistics department, was contacted by her sister, Georgina (Georgie) Bower, and her step-mother, Gloria Schad, who work at Bea McDonald Elementary School in Marlette, Mich.

"They were worried, and they wanted to make me feel better," said Rivera. "Then, as we talked, they began to think about the people I work with. Georgie went to work and talked to some of the teachers. Once the kids got involved, they just gave it a life of its own."

Bower approached the teachers at Bea McDonald to assist with an idea she had to show the INSCOM workforce that people were thinking of them. The teachers, as teachers naturally do, turned to their students. That's when it began to get interesting. Before they were through, the students had provided two care packages stuffed with enough love and good wishes to cover the entire command.

"There were so many different things in the first box. It was unbelievable. There was an American flag made by one class; the red stripes were little hearts, each with a child's name on it. I found notes from the teachers. One group of students made red, white and blue banners with stars at each end and their names on them. There were cards, handmade cards, addressed to 'a friend,' 'I'm thinking of you,' and 'Hope you're feeling better,'" said Rivera.

"I've never seen so much creative energy put to work to make other people feel better," Rivera said. "I brought the box to work to show my supervisor



Rose Rivera, a procurement coordinator at INSCOM headquarters, stands by one of the holiday displays made by students at an elementary school in Michigan. (Photo by Robert J. Bills)

and co-workers. People were surprised that elementary school children would think of them. Folks came by and looked at the projects. Some of them were happy, some got teary-eyed; they were all just so pleased to be thought of. We decided we needed to say thank you to the kids and their teachers."

That thanks took the form of notes from the logistics employees to each student who wrote. The children's cards, banners and flag were posted on a bulletin board and a picture was taken. Each classroom received a copy of that picture and an INSCOM group picture.

Col. Clarence L. Johnson, INSCOM Assistant Chief of Staff for Logistics, sent the school a signed picture of the Nolan Building and a letter stating the appreciation of the logistics staff. To round out the response, Maj. Gen. Keith B. Alexander, INSCOM Commanding General, signed a framed copy of the bulletin board picture and sent the school a "flag" note sharing his thanks and the appreciation of the entire command.

Principal Nick Miu couldn't believe it when the INSCOM thank you came in the mail. "He was so amazed. It was an important thing to the school.

He said he thought the school might get a letter from the command, but for INSCOM to take the time and trouble to respond at such a high level, especially in light of current events, was incredible to Mr. Miu, the teachers and the children," said Rivera.

Normally, that would be the end of the story. Gifts were exchanged and appreciation was expressed, seems like all there is to it. The children and teachers had a different idea. At the beginning of December another box arrived for INSCOM from the school.

"My sister delivered it to me while I was visiting our dad in Michigan. She wanted to make

sure I brought it back to INSCOM with me," Rivera said. "When I opened it there were all these beautiful holiday decorations. Anyone can tell the children spent so much time designing and creating these. They only have this class once a week. They must have spent every minute since they sent the last box making these banners."

Bill Rogers, INSCOM secretary to the general staff, also was impressed by the degree of concern and commitment the decorations represent. "These decorations are so detailed. I look at them and see the time and care these children put into making something for people who are, in a real way, strangers to

them. It must have been a tremendous effort; every one of them is easily as big as several children," he said.

Rivera concluded, "This has been just such a wonderful thing for everyone involved. It made an impression on us, letting us know the children and teachers were out there and thinking of us. We appreciate their concern and the time they put into showing us they care. Maybe working on these art projects helped them feel as if they are contributing to protecting America. I know, from their reaction, it made the children more aware that there's someone out there looking out for them. I hope knowing that makes them feel safe."

Celebrating freedom

By Scott Andreae
INSCOM Journal Editor

Songwriter Ron Gunter, an employee at U.S. Army Intelligence and Security Command headquarters, has contributed lyrics to an album of music related to the terrorist attacks on America. Gunter's song, "America Shall Never Fall," will be included on the "Stand Tall America" compact disk to be produced by HillTop Records of Hollywood, Calif. It is the third song Gunter has written for HillTop.

Shortly after the Sept. 11 attacks, Gunter received a letter from the record company inviting him to submit a song. His first



Ron Gunter

thought was to disregard the letter, as the deadline for submissions was 10 days. Eventually, he sat in his backyard, had a cup of coffee and wrote the song in an hour.

"The inspiration was seeing how everybody in New York and Washington came together," Gunter said. His song encompasses the 1993 bombing at the World Trade Center, the 1995

Oklahoma City bombing and the recent attacks at the World Trade Center and the Pentagon.

Gunter works in the military and civilian awards branch in the Assistant Chief of Staff for Personnel office at INSCOM headquarters, Fort Belvoir, Va. He played drums in a club band for many years and writes poetry. "That's where my inspiration comes from, obviously," said Gunter. "Through my poetry and through my musical background, I just started to formulate lyrics."

HillTop will donate \$1 from every CD sold to Sept. 11 relief organizations, Gunter said. Even though he received royalties for his other songs, that's not important this time, he said. "No one's going to make any money, and who cares. I did it from a patriotic standpoint."

Afghanistan at a glance

Geography Area: 648,000 sq. km. (252,000 sq. mi.); slightly smaller than Texas. Cities: Capital (1999/2000 UN est.) Kabul—1,780,000. Other cities (1988 UN est.; current figures are probably significantly higher)—Kandahar (226,000); Herat (177,000); Mazar-e-Sharif (131,000); Jalalabad (58,000); Konduz (57,000). Terrain: Landlocked; mostly mountains and desert. Climate: Dry, with cold winters and hot summers.

People Population (July 2000 est.): 25,853,797. Main ethnic groups: Pashtun, Tajik, Hazara, Uzbek, Turkmen, Aimaq, Baluch, Nuristani, Kizilbash. Religions: Sunni Muslim 84 percent, Shi'a Muslim 15 percent, other 1 percent. Main languages: Dari (Afghan Persian), Pashto. Education: Only a small percentage of children attend school. Literacy (1999 est.) 31.5 percent (male: 47.2 percent, female: 15 percent). Health: Life expectancy (2000 est.) 46.62 yrs. (male); 45.1 yrs. (female). Work force: Mostly in rural agriculture; number cannot be estimated due to conflict.

Economy Gross Domestic Product: \$3 billion (1991 est.). Natural resources: Natural gas, oil, coal, copper, chromite, talc, barites, sulfur, lead, zinc, iron, salt, precious and semiprecious stones. Agriculture (at least 65 percent of GDP): Products—wheat, corn, barley, rice, cotton, fruit, nuts, karakul pelts, wool, and mutton. Industry (estimated 20 percent of GDP): Types—small-scale production for



domestic use of textiles, soap, furniture, shoes, fertilizer, and cement; hand-woven carpets for export; natural gas, precious and semiprecious gemstones. Trade (1996 est.): Exports—\$80 million (does not include opium): opium, fruits and nuts, hand-woven carpets, wool, cotton, hides and pelts, precious and semiprecious gems. Major markets—Central Asian Republics, Pakistan, Iran, European Community, India. Major suppliers—Central Asian Republics, Pakistan, Iran.

Groups Afghanistan's ethnically and linguistically mixed population reflects its location astride historic trade and invasion routes leading from Central Asia into South and Southwest Asia. Pashtuns are the dominant ethnic group, accounting for about 38 percent of the population. Tajik (25 percent), Hazara (19 percent), Uzbek (6 percent), Aimaq, Turkmen, Baluch and other small groups also are represented. Dari (Afghan Persian) and Pashto are official languages. Tajik, Uzbek and Turkmen are spoken widely in the north. Smaller groups also speak more than 70 other languages and numerous dialects. Afghanistan is an Islamic country. An estimated 84 percent of the population is Sunni; the remainder is predominantly Shi'a.

History Afghan history has been bloody. Alexander the Great moved through the area and allegedly fought a battle near what is now Kandahar. Genghis Khan's invasion and subjugation of the area in the early 1200s marked the last time Afghanistan was conquered.

Czarist Russia and Britain vied for control of Afghanistan throughout the 19th century because its strategic location made it a key to the control of India. Both suffered defeats.

The British occupied Kabul in 1838, but worsening resistance led them to quit in January 1842. Given a pledge of safe passage, the British commander led about 700 Britons—soldiers, wives and children—3,800 Indian troops and more than 12,000 camp followers from the city. The trek through a snow-covered mountain pass to safety would become a 90-mile death march. Only one man emerged alive.

In the 20th century, Afghanistan humbled the Soviet Union. Seeking to prop up their communist satellite in the country, the Soviets invaded in 1979. In a 10-year effort, hundreds of thousands died. The United States, Saudi Arabia, Pakistan and others supplied and trained the anti-Soviet mujahidin forces. In 1989, the Soviets were forced to leave.

But fighting didn't end. Various mujahidin factions fought among themselves for control of the country. The Taliban rode to power on this fighting. The country suffers from enormous poverty, a crumbling infrastructure and widespread live land mines.

Adapted from U.S. State Department and American Forces Press Service reports

A look at Islam

Faith is way of life, with one billion followers

By Michael Knapp

National Ground Intelligence Center

Editor's note: The following article was excerpted from a handbook produced by the National Ground Intelligence Center.

There are approximately one billion Muslims in the world, and Islam is reportedly the fastest growing faith today. Islam is a way of life that governs every aspect of a Muslim's thought and conduct; it is not simply a set of religious beliefs.

Muslims are the majority in over 50 countries. Although many Muslims live in the Arab world, the most populous Islamic nation is Indonesia. Other non-Arab countries with sizable Muslim populations are Iran, Pakistan, Afghanistan, Turkey, Albania, the Central Asian republics, Bangladesh, Sudan and Somalia. Approximately seven million Muslims reside in the United States alone.

Islam means submission; it is derived from the same root as the word *salaam* (peace). A Muslim, then, is one who submits (to God) and finds peace. Muhammad ("the highly praised") is considered to be a direct descendant of Ishma'el, the son of Abraham (Ibrahim in Islam), and to Muslims, he is the last and greatest of God's prophets. Muhammad was born in Mecca in 570 A.D. into the Quraysh tribe, one of the most prominent and powerful in pre-

Islamic Arabia.

The *Quran*, also written as *Koran*, means recitation (or reading). This is the primary sacred text for Muslims (considered the literal word of God) and the principal source of Islamic law, the *sharia*. It provides the revelations given by God to Muhammad over a 23-year period before his death in 632 A.D.

Five Pillars of Islam

The Quran specifies five pillars that a Muslim must perform to follow a straight path: testimony, prayer, fasting during Ramadan, almsgiving and performing the pilgrimage to Mecca. The emphasis is on the incorporation of these acts into everyday life and their practice to enliven the Muslim's faith; this is because Islam calls upon human beings to be doers of the truth, not just hearers and speakers of it. A prerequisite to any of these five acts is spiritual purification (clearing one's mind to focus on God) and physical purification (ritual cleansing).

The first pillar of Islam is *shahada* (testimony), which is bearing witness to the singularity, centrality and uniqueness of Allah (God) and to the belief that Muhammad is God's messenger and prophet. Uttering the *shahada* once in one's lifetime with sincere intention (*niyah*) is all that is required to become a Muslim.

The second pillar is *salat*, or prayer. Muslims are required to perform *salat* five times a day (at dawn, noon, afternoon, dusk and night); this frequency was established by the Prophet. *Salat* can be performed individually or communally, but the only required communal prayer is Friday noon.

Saum is fasting during the Muslim holy month of *Ramadan*, between dawn and dusk during the entire ninth month in the Islamic lunar calendar. Sexual relations are likewise also prohibited during the fast. Fasting is performed to test one's self-denial and submission to God and to permit the rich to experience the deprivations of the poor. During this period, the emphasis is on piety, reflection and religious observances.

Zakat (almsgiving) is the religious tax required of all Muslims (charity is one of the principal duties imposed by the *Quran*). It is a percentage of one's income that is used to support the needy and fulfill other community obligations. *Zakat* is paid at the end of the Ramadan fast.

The final pillar of Islam is the *hajj*, or pilgrimage to Mecca that occurs during the 12th month of the Islamic lunar calendar. It is required at least once in every adult Muslim's life for those who have the physical and financial ability to do so. The *hajj* consists of various ritual observances, lasting about a week, that culminate in the circumambulation seven times around the *Ka'ba*, a structure that is considered to hold the remnants of Abraham's temple and is important symbolically as a sign of unity among all Muslims. These rituals emphasize repentance and unity among all Muslims; all men wear the same simple loose white garment.

Islam's Three Duties

All Muslims are required to perform three duties with regard to the society around them: *jihad*, calling others to Islam and encouraging the good and forbidding the evil.

Jihad means struggle or striving (in the way of God) or to work for something with determination; it does not, however, mean war or “holy war” (war in Arabic is *harb* and fighting is *qital*), and thus is not comparable to the medieval Christian crusade. Also unlike the word crusade (“a war for the cross”), jihad for Muslims has retained its religious and military connotation into modern times.

Jihad has frequently been referred to as the “sixth pillar” of Islam. It is divided into the *greater jihad*, which is the personal, internal (spiritual) struggle to resist evil and remain on the straight path to God through faith and devotion; and the *lesser jihad*, which is the physical, external act of confronting evil and injustice. A physical jihad, according to Muslim scholars, can only be called for three reasons:

- To defend oneself, one’s family, the Muslim community (ummah), one’s country or one’s religion against oppression.
- To eliminate an evil force that is oppressing people (to free people from tyranny).
- To remove any barrier to the freedom of religion and belief in society, or any obstacle to the flow of *da’wah*.

A *mujahid* (literally “struggler for Allah”) is one who engages in *jihad*. If he dies while participating in this duty, he becomes a *shaheed* (martyr) and thus is guaranteed swift entrance into paradise, with all of his past earthly sins erased.

The use of the word jihad is increasing, particularly since the recent spate of suicide bombings

against civilians in Israel and since hijacked U.S. airliners were used by Muslim terrorists on Sept. 11, 2001, to attack the World Trade Center and the Pentagon. Some Islamists (reformers) have proclaimed such acts to be jihad and their practitioners to be martyrs in the cause of God. They argue that the only effective way of resisting oppression or occupation is through violence, and therefore it has become a necessary evil.

However, this type of unprincipled and opportunistic logic is at odds with Islamic law, and aspects of the Islamic faith are being distorted by extremists to serve their misguided ends. While political violence as jihad has some Muslim adherents, most in the Islamic world do not agree with or support such misguided acts of violence.

A second communal duty in Islam is *da’wah*, or calling others to Islam. This duty entails either organized efforts by missionary groups to spread the faith or personal testimony from a Muslim to those around him or her to join the religious community. It is also the summons to acknowledge religious truth.

The final Islamic duty is known as “encouraging the good and forbidding the evil.” Good works that Muslims can perform include aid to the poor and orphans, accountability in government, humane treatment of animals and assistance to the elderly and disabled. If a Muslim sees an evil deed (such as corruption, waste or pollution), he should try to correct it with his hand or tongue. Islam is proactive in that Muslims are taught to get involved and take action in the

defense and promotion of truth.

The Different Sects of Islam

Like the divisions among different churches in Christianity, Islam is divided between the Sunni and the Shia (also called Shiite) sects. Approximately 85 percent to 90 percent of the world’s Muslims are Sunnis, while the remainder are Shia (“party of Ali”).

This political rift dates to the early days of Islam. Following the death of Muhammad (who had no male children and no designated heir), a disagreement arose among the faithful on the means of selecting a successor. The Sunnis held that the next caliph (“successor of the messenger of God,” written as *khalifah* in Arabic) should be Abu Bakr, who had been chosen by consensus from among the circle of the Prophet’s close followers—the traditional Arabic tribal way of choosing a ruler. Other followers argued that the successor should be a relative of the Prophet (in this case, Ali, his nephew), believing that Muhammad’s next of kin would be best suited to lead.

The disagreement eventually resulted in a split between the two sects, and the Shia went into opposition. The Shia have remained a minority in Islam since then, suffering persecution and discrimination that persist today in Saudi Arabia and some other Eastern Arabian states.

The most important difference between the two relates to the interpretation of the Quran: the Sunni interpret it more literally (the apparent meaning), while the Shia look more to its spirit (the hidden meaning).

Memoranda allow partnerships to accomplish joint missions

By Lisa Gilley

Logistics Management Specialist,
INSCOM Headquarters

One can run, but one can rarely hide from the task of writing and negotiating a Memorandum of Agreement or Understanding.

INSCOM frequently must partner with other commands to accomplish joint missions and obtain or provide support. It's a feature of being a world-wide Echelon Above Corps command that owns no installations. The task can be challenging, especially the first time.

Why do we in the Department of Defense even need written agreements, since we're all in the same family? Why not just shake hands and leave it at that? Unfortunately, handshake agreements quickly become ineffective with so many competing priorities, military budgets stretched to their limits and beyond, and continuous changeovers in personnel. After working hard to develop a successful procedure or partnership, it makes good common sense to document it so that it is not lost in the whirlwind of our daily jobs.

The first challenge is deciding when to do a memorandum. If an action officer answers "yes" to any of the following questions, an MOU or MOA is most likely required:

- Are you sure there is no regulation, policy or procedure that adequately covers the requirement?
- Are you certain there are no existing agreements to which the requirement might be added?
- Are the parties sometimes misunderstanding the link between each other, or is the potential there for misunderstanding?
- Is the relationship between the parties out of the ordinary?
- Do one or both parties follow a unique or complicated procedure that could affect the other?
- Is there a risk of mission disruption or other problems if the parties misinterpret their roles and responsibilities?
- Are resources, goods or services being exchanged between the parties?

- Would documenting an understanding or agreement between the parties protect their interests ensure a valuable partnership remains stable for the future, or both?

The second challenge is deciding which of the two, MOA or MOU, the document should become. What's the difference between an MOA and MOU? The official definitions, found in DoD Instruction 4000.19, Interservice and Intragovernmental Support, are not much help. A paraphrase is better.

Consider an MOU as a document that allows two or more parties to state "for the record" what they both comprehend about such matters as their relationship, a responsibility, procedure, situation, problem, organization or mission. The parties aren't using the MOU to exchange goods, services or money with each other, such as through reimbursement or providing manpower.

An MOU doesn't necessarily indicate an agreement to do something new; it might simply state the situation as it exists. Let's say, for example, two activities were confused about their grounds maintenance responsibilities, which caused overlapping work in some areas, and for other areas to be neglected. Someone could develop an MOU stating that activity #1 understands it is responsible for maintaining the grounds in one location; activity #2 understands that it is responsible for maintaining the grounds at another location. The responsibilities listed for activities #1 and #2 are not dependent on each other. Activity #1 can still carry out its part of the arrangement even if activity #2 fails to do its part.

Or, in another example, an MOU might be needed to clarify the command and control over a unit. The MOU would state that the parties understand the unit is under the "operational" command and control of the geographic commander in chief, while it is under the "administrative" control of INSCOM. The MOU could further state the details about this arrangement. The MOU wouldn't create the arrangement, but it would clarify it for everyone.

An MOA, on the other hand, is a document that allows two or more parties to exchange goods, services or money with each other. The main actions in the MOA are dependent on each other, and any trading of goods, services or money is specifically

outlined. To illustrate, activity #1 agrees to allow activity #2 to use its shredder designed to destroy classified material, “if” activity #2 agrees to reimburse for any expenses involved, to do its own shredding and to follow the proper procedures.

Or, in another example, activity #1 agrees to provide special on-site training for activity #2, “if” activity #2 provides the materials, classroom and pays the temporary duty travel expenses. The service won’t happen unless activity #2 does its part of the arrangement.

To complicate matters further for the MOU and MOA developer, there are times when a combination MOU and MOA is warranted, with elements of both definitions in it. If there’s a dependent agreement somewhere within it, it’s a good rule of thumb to call it an MOA.

Use an Inter/intraservice Support Agreement (ISA) on DD Form 1144 only for documenting the typical base operations services an installation provides. If an installation is not providing the support, most likely an MOU or MOA is the “document du jour.”

The next step for the action officer may be the most daunting, that is, facing the blank computer screen before developing the MOU or MOA. Following the 10 essentials below will help.

1. **Format.** Start with the correct format and standard headings in AR 25-50, figure 2-16. The headings are “Purpose;” “References;” “Problem;” “Scope;” “Understandings, Agreements, Support and Resource Needs;” and “Effective date.” Don’t be afraid to alter them slightly, such as subdividing a heading into two paragraphs, “Agreements” and “Resource Needs,” but don’t go too far from the standard.

2. **Policy.** Make sure you aren’t going to contradict existing policies and regulations, to include INSCOM’s policy on MOUs and MOAs, INSCOM Regulation 1-7. List only references that directly affect the MOU or MOA, which may include any official policies or coordination material. Since MOUs and MOAs are not created in a vacuum, they should have at least one reference.

3. **Simplicity.** Avoid “legalese” and big, flowery or complicated words. The MOU or MOA should not read like the U.S. Tax Code or a last will and testament with phrases we don’t normally use, like “herein lies,” “hereto,” “forthwith” or “pursuant to.”

Use active voice when possible and get to the point quickly. Don’t bury main points at the end of a paragraph. Keep in mind that a new employee should be able to pick up the document on his or her first day on the job and understand it.

4. **Brevity.** Keep the sentences, paragraphs and the entire document as short as possible. Include only the information that is necessary to get the point across clearly.

5. **Consistency.** Make sure the document’s structure is uniform, to include consistent paragraph numbering and sentence construction. Also, make sure the thoughts follow logically and don’t contradict the INSCOM mission, vision, values and goals. Additionally, make sure the signatory parties are of equivalent rank. An MOU and MOA may be signed at Major Subordinate Command level if it is local in nature (i.e., affects only the individual MSC), but it must be signed at Major Command level if INSCOM as a whole is affected (i.e., it applies to multiple INSCOM units, is with other than an Army activity or is between MACOMs).

6. **Resources.** Always reveal the resources that are required to enact the partnership, if any. In an MOA, get as specific as possible. For example, list the basis of reimbursement; whose responsibility it is to provide the resources; how and where the reimbursement is sent; the number and type of man-years exchanged; square footage provided; and any other information to clarify the agreement. If dollar amounts or other figures are subject to change, indicate that the figures are initial estimates and will be reviewed for “actual amounts” annually or within another timeframe. This will prevent the MOA from becoming obsolete before the ink dries.

7. **Coordination.** Make sure all parties with an interest in the subject matter, internal and external to INSCOM, have had a chance to concur, non-concur or recommend changes. All INSCOM MOUs and MOAs, regardless of who signs them, must receive a headquarters staff review, to include a legal and security review. The Assistant Chief of Staff, Resource Management is the overall proponent for MOUs and MOAs at INSCOM, but each headquarters staff element is responsible for MOAs and MOUs related to their functional areas.

8. **Results.** Don’t forget a sanity check. Does the MOU or MOA get the results that are needed? Is it missing the point? Double check that important points are included. Also, work to resolve any

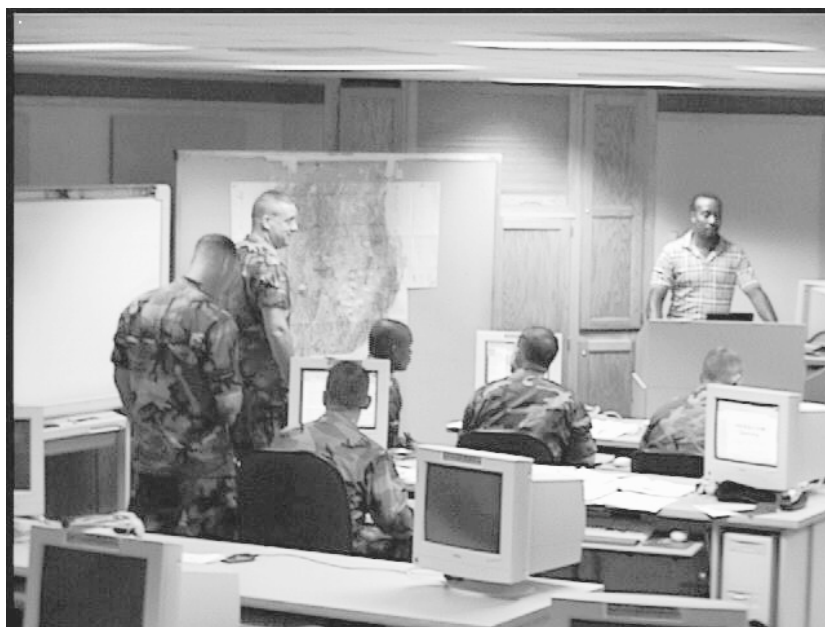
controversial issues before submitting it for signature. Look for win-win solutions between the parties.

9. **Review.** Make sure the appropriate review schedule is listed in the last paragraph, along with implementation and termination instructions. INSCOM Regulation 1-7 sets the biennial review as the norm. Indicate a termination date if it's a short-term MOA. The proponent should start a review, as scheduled or when needed, by staffing it to all concerned parties. If no major changes are needed, indicate in the file the date a review was completed. If it needs to be updated, include the changes, staff it for concurrence and submit the updated MOU or MOA for signature. If it's obsolete, terminate it.

10. **Enforcement.** Once all parties sign it, make sure copies are provided to each office and individual that might need to refer to it. Make sure the parties understand what it means and are using the procedures in it. Keep the MOU and MOA on file, and use it as a tool. Reference it in correspondence when requesting services or for resolving issues.

Developing an MOA or MOU doesn't have to be a terrible task. If an action officer uses the right format; addresses policy; keeps it brief, simple and consistent; coordinates; addresses the resources involved; pays attention to results, reviews and enforcement, then he or she will have a well-written and effective MOU or MOA.

Army conducts information operations course for officers



The classroom at Fort Leavenworth, Kan., is the site of the resident portion of the Functional Area 30, Information Operations Officer Qualification Course. (Photo courtesy of EWA-IIT)

By Frederick C. Hellwig, EWA-IIT
and Lt. Col. Thaddeus Dmuchowski,
National Guard Bureau

The Army conducted the first Functional Area 30, Information Operations Officer Qualification

Course, in June and July 2001 at Fort Leavenworth, Kan. Thirty-four FA 30 designated majors and lieutenant colonels from the Active Component, Army National Guard and Army Reserve completed the distance learning (DL) and

resident phases of the course. FA 30, Information Operations, is a new functional area under the Army's Officer Professional Management System. The Combined Arms Center, Futures Development and Integration Center (FDIC), in conjunction with the Army National Guard's Chief Information Office, Norwich University and the primary contractor, Electronic Warfare Associates-Information and Infrastructure Technologies (EWA-IIT), developed instruction to prepare recently assessed Information Operation officers for assignment to FA 30-coded positions in Army divisions, corps and joint staffs.

These officers are on the leading edge of the Army's transition to a force that plans, operates and fights based on a core tenant of achieving and maintaining information superiority. Increasingly, the Army is being tasked to operate in environments where the effective integration and synchronization of Information Operations is central to mission accomplishment. The effective coordination of offensive and defensive information operations into the commander's

plan requires a thorough understanding of the elements of IO and how these elements should work together to meet the commander's intent.

The program of instruction for the FA 30 course was divided into two distinct phases. The first phase was 80 hours of distance learning designed to establish a thorough base of general knowledge in IO doctrine, terminology, definitions, capabilities and the contributing elements of IO. U.S. Army, other services and joint IO capabilities, functions and organizations were addressed in this block of instruction. Professional readings, writing requirements, quizzes and a final examination were administered through educational software and web servers located at Norwich University in Vermont.

The EWA-IIT subject matter expert contractor instructors were located in Washington, D.C., in the NGB CIO offices.

Online discussion areas in the DL course software, established instructor online and phone availability hours and extensive interaction over the Internet provided valuable student/instructor and student/student interaction throughout this phase of the course. Students located from Turkey to Korea over 19 time zones received detailed and timely feedback on questions, comments, grades, and their written products through the student portfolio section of the course software.

The use of an interactive distance learning phase provides several advantages for the conduct of FA 30 training. Effective distance learning reduces TDY funding costs and soldier time away from primary duty assign-

ments. Additionally, the DL phase can be rapidly modified to expand instruction, include the most current materials and provide new modules as course revisions become necessary. Around-the-clock course availability through the server allows students flexibility in scheduling and managing their available time to meet course objectives. Distance learning capabilities give instructors the potential to instruct and mentor more students at lower costs while maintaining a quality learning experience for the individual student.

At the conclusion of the DL phase, the FA 30 Proponency Office at FDIC reviewed the DL course results and made the final selections for student attendance at the resident phase conducted in a TDY status at Fort Leavenworth. Most students were either assigned to or en route to a FA 30 coded position within the Army or Joint community.

The 80-hour resident course was designed to focus on the tactical and operational levels of war. The framework for this phase emphasizes integrating and synchronizing information operations planning into the military decision making process. Subject matter expert lectures and numerous practical exercises characterize the resident phase. The resident course utilizes small staff group collective training through two exercise scenarios. The first scenario walks the staff groups through the IO planning tasks associated with a non-combatant evacuation operation. The second, more detailed Battle Command Training Program scenario establishes time-constrained requirements for the actual staff

group production of IO focused orders, annexes and estimates. Students brief the results of their mission analysis, Course of Action (COA) development and COA analysis to the entire class.

The instructor and classmate critiques of their IO staff products are an invaluable part of the training experience. The FA 30 students and instructors bring a wealth of varied and unique experience from the Army's interim brigade combat teams, divisions, corps, joint task forces and major command staffs to these discussion critiques. Lessons learned from IO planning and execution during Desert Storm, Haiti, IBCT exercises and peacekeeping operations in the Balkans provide a backdrop for the critique of the student and school solutions.

The FA 30 course student staff groups also were briefed on the extensive information discovery and analysis capabilities of the Information Dominance Center (IDC) at U.S. Army Intelligence and Security Command headquarters, Fort Belvoir, Va. Students were familiarized with the specific information analysis tools and products available from the Land Information Warfare Activity. The correct procedures for requesting IDC support for forward-deployed tactical units and the priority for receiving that support also were covered. The course concluded with a capstone guest speaker and a career seminar for FA 30 officers.

In response to the increased requirements for trained Information Operations officers, additional FA 30 Qualification Courses were conducted in December 2001 and January 2002.

A gift of love



Before having their hair cut to make wigs for children who have lost their hair, Spc. Deborah Haller, Sgt. Kelly Murphy, Staff Sgt. Rene McLean and Staff Sgt. Janis Levonitis of the 115th Military Intelligence Group gather at the hair salon. (Photo courtesy of Paul Brown Salon)

Soldiers take cuts to benefit young children who have lost their hair

By Staff Sgt. Janis Levonitis
115th MI Group Public Affairs

Imagine being an 8-year-old child, enjoying life, playing baseball, riding your bike, running through the park with your friends, a time during life where your only concerns should be making good grades and doing a couple of chores. Imagine being 8 years old and having cancer.

For Sgt. Kelly Murphy, 408th Military Intelligence Company, 115th MI Group, this scenario hit close to home. Murphy's 8-year-old cousin Colin Gooley, who lives in New York, was diagnosed with osteogenic sarcoma in his knee.

After extensive radiation and chemotherapy treatments Colin lost all his hair, inspiring Murphy and several other soldiers to contribute a little bit of them-

selves—their hair—to a good cause. While at work in the Kunia Regional Security Operations Center, Murphy was talking about her cousin and said she was going to have her hair cut and donate the hair to Locks of Love, a non-profit organization that provides wigs to children who suffer hair loss because of disease or medical treatments. As she discussed her plan, Staff Sgt. Rene McLean and Spc. Deborah Haller joined the group.

"When Murphy came to work and said, 'I am getting my hair cut today,' I said, 'Don't cut your hair, you have beautiful hair.' But then she told me about Colin, and I said I'll do it too," said McLean.

Haller, whose hair was below hip length, had no problems having her hair cut for such a good cause.

"It sounded like a good cause, and I have plenty of hair, so I told her I would get my hair cut also," she said. "My hair grows extremely fast so I will probably donate my hair again."

"A couple of other people at work wanted to donate, but their hair was not long enough," said Murphy.

The Locks of Love program takes shorter hair donations and allows color-treated and permed hair.

The wigs are made special for each child from a mold of the child's head and don't slide off. The children can swim, shower and lead normal lives without anyone having to know their hair is a wig. The wigs are delivered to the children still long so they can have their hair cut to whatever style they wish.

"I thought this was a way I could show Colin from 5,000 miles away that I love him and care about him," said Murphy. "I know Colin won't get a wig made from my hair, but it will be used for a child in need somewhere else."

Although Colin received the best possible medical care and



McLean shows the results after the initial cut. (Photo courtesy of Paul Brown Salon)

treatments, his leg had to be amputated. His prosthetic leg allows joint movement so he will still be able to play sports, run, jump and do the things that most 8-year-olds do with real legs.

GIs help students to learn English

By Sgt. Stephen F. Pizzini
501st MI Brigade Public Affairs

According to The Cambridge Encyclopedia of the English Language, “most of the scientific, technological and academic information in the world is expressed in English and over 80 percent of all the information stored in electronic retrieval systems is in English.”

For native English speakers, that’s a comforting thought. For others, that fact can be frustrating. But for students at Sobbingo Elementary School in Seoul, South Korea, help has arrived in the form of 501st Military Intelligence Brigade soldiers. One day a week, volunteers from the unit head to the nearby school to tutor fourth- and fifth-grade Korean students in English.

Maj. Patrick Guzman, the personnel officer for the 501st, spearheaded this tutoring program that began in June. He says the idea came from a similar program he had seen while assigned to U.S. Army Forces Command at Fort McPherson, Ga.

“I thought, ‘Wow, imagine how much more challenging to get something going on with our Korean friends,’” said Guzman.

The reaction of the Korean Augmentees to the U.S. Army (KATUSAs) to whom he presented the idea gave him confidence that the program would be a success.

“Their faces just beamed with great big smiles,” said Guzman. “Right then, I knew we had to do it.”

With the program now in progress, KATUSAs continue to be enthusiastic.

“I enjoy teaching little kids, who have infinite ability to learn,” said KATUSA Pfc. Kwang Jae Lee.

Guzman said the program’s goal is to establish a partnership



English language tutors Spc. Sidney G. Cole (left) and Sgt. Hyun Moo Jun of the 501st Military Intelligence Brigade interact with Korean students during a teaching session at Sobbingo Elementary School.

with the school that allows the students and teachers to exchange cultures and strengthens goodwill between Koreans and U.S. soldiers. The program appears to be succeeding.

“Experiencing the average school day of a Korean child gives you a better understanding of the culture and the similarities to our society,” said teaching volunteer Sgt. 1st Class Robert A. Wilson of Headquarters and Headquarters Company, 501st MI Brigade.

Soldiers volunteer to participate

and seem enthusiastic about the program, looking forward to their weekly sessions. Staff Sgt. Putok Edwards of the 524th MI Battalion said that the toughest part of teaching is “when I can’t make it to class because of other missions.”

A KATUSA, acting as an interpreter/teacher, accompanies each American soldier to the classes. Cpl. Jessica Dull of the 524th MI Battalion feels that the role the KATUSAs play is indispensable. Also, the team concept serves as an example, she said.

“(The KATUSAs) help so much and we wouldn’t be able to do it without them,” said Dull. “It also teaches the students that Koreans and Americans can get along, be friends and work together, which is an important lesson.”

Dull was a kindergarten teacher before joining the Army. She said, “I am very happy with my decision to be a part of the military but do miss affecting the lives of children. This gives me the wonderful opportunity to do both.”



Pfc. Kwang Jae Lee works with Korean students he is tutoring in English at Sobbingo Elementary School. (Photos by Sgt. Stephen F. Pizzini)

A champion season

Another player at 513th MI Brigade scores in racquetball rankings

By Sgt. Melinda A. Thompson
513th MI Brigade Public Affairs

A network operations officer with the 513th Military Intelligence Brigade has slammed her way into the world of racquetball tournaments, earning a national ranking of No. 5 in the Women's A Division.

Leah M. Upshaw, a recreational racquetball player until 2000, competed in the Georgia State Racquetball Tournament, Regional Racquetball Tournament, National Racquetball Tournament and the Georgia Games.

Upshaw, an Air Force Reservist assigned to the 622nd Reserve Support Group at Dobbins Air Reserve Base, Ga., began playing in 1986 while she was on active duty at Travis

Air Force Base, Calif.

"I just tried it. A group in the unit played, and I started playing with them," said Upshaw, who currently plays a couple of times a week. "It is a fun way for me to exercise."

Upshaw learned about the Georgia competition through a fellow player, Scott Sharpe, who is on the All-Army Racquetball team. "I thought, what the heck, I'll check it out," said Upshaw.

Upshaw won first place in the Women's A Division and placed second in the 35-age division of the Georgia State Racquetball tournament. She also placed first in both categories at the Regional Racquetball Tournament. Upshaw went on to play in the finals at Houston, Texas, and made it to the quarterfinals, earning her No. 5 ranking at the national level. She also played in the Georgia Games at Georgia Tech July 20-22 where she won the Women's open Division, the toughest division in

the racquetball arena.

"I'm proud of the fact she did so well considering she never competed in any tournaments," said Sharpe.

The transition from recreational playing to competitive playing wasn't an easy one for Upshaw. "It was hard going from just playing for pleasure to having to play," she said. "The hardest part is the pressure in competing, feeling like I've got to play, I've got to practice. But I think it's natural for you to want to be at the top of your game when you compete."

A part of competition that Upshaw likes is the opportunity to play against other women. "Prior to the tournaments, I rarely played women—not because I didn't want to, but because I mostly found men who played," she said. "The sport is dominated by men, and for me to get to play against other females is a great thing. It's just a totally different game."



Leah M. Upshaw, a civilian employee of the 513th Military Intelligence Brigade, is the No. 5 ranked racquetball player in the national Women's A Division. (Photo by Sgt. Melinda A. Thompson)

I-Team News



Col. Deborah J. Beckworth, commander, 704th Military Intelligence Brigade (left), and Andre Vernot, director of the Joint Testing Facility, cut the ribbon to the facility in a ceremony Dec. 3. (Photo by Petty Officer Richard Moskola)

Language testing center opens

The 741st Military Intelligence Battalion hosted a ribbon-cutting ceremony Dec. 3 for the Joint Testing Facility at Fort George G. Meade, the largest joint military and Department of Defense civilian testing center of its kind in the mid-Atlantic region. The facility administers language tests such as the Defense Language Proficiency Test to approximately 1,500 examinees per year.

The JTF was originally one in a series of trailers that comprised the Joint Learning Facility, which was owned and operated by the National Security Agency. In February 1998, the 704th MI Brigade agreed to manage and staff the entire facility, including the JTF. The learning facility moved in April to make way for a vehicle inspection point, and the JTF was relocated temporarily to a 694th Intelligence Group dormitory dayroom. In October, the JTF moved to its current home, a new modular structure located next to the Fort Meade Joint Language Center.

With a new, expanded building come expanded opportunities for the JTF, as well as some much-needed relief for other facilities on post. As part of a mutual agreement, the JTF has assumed all language testing requirements from the post Education Center. Also, while the 694th's promotion

and testing building is being remodeled, the testing facility agreed to accept the unit's 150- plus previously scheduled DLPT examinees and provide space for their Air Force-specific testing.

Though the JTF is well traveled, it is not through moving yet. Its proposed future home will be in the Defense Information School area, along with the Joint Learning Facility and Joint Language Center.

115th MI Group earns workplace award

The 115th Military Intelligence Group received the Hawaii Psychological Association's top military Healthy Workplace Award 2001 for its Human Development Program (HDP) on Oct. 19. This award covers five major areas: health, safety and security; employee involvement; career development; family support; and community support and corporate citizenship.

The HDP comprehensively identifies soldier/family needs and provides proactive interventions. It includes a variety of education programs that address the health and well-being of soldiers and their families. Its primary mission is to enhance readiness, efficiency and performance while teaching effective basic life skills for spiritual, psycho/social and health issues.

The award is a step in creating awareness of what excellence in the workplace looks like in practice. The recognition of Hawaii's top organizations is the psychological association's attempt to focus efforts towards the important goal of making each workplace safe, secure and psychologically sound for all.

NCOs sought for attaché duty

The Army is looking for a few good soldiers to serve on attaché duty. The U.S. Army Attaché Management Division is seeking active-duty soldiers in the grades of E-4 (P) to E-8 to serve in the Defense Attaché System as operations NCOs. Operations NCOs serve as soldier-diplomats at Defense Attaché Offices in U.S. embassies in more than 100 countries.

“This isn’t your typical overseas tour,” said Sgt. 1st Class Jeff Williams, Army Attaché Management’s enlisted assignments manager. “Members of the DAS operate in a unique joint-service and joint-agency environment. The work they do can literally change the course of U.S. foreign policy. No other Army program provides soldiers with the opportunity to live and work in so many different countries. We have soldiers working everywhere from Albania to Zimbabwe.”

NCOs considering an attaché assignment must be on active duty, qualify for a top secret clearance, have a GT score of 115 or higher, a CL score of 120 or higher, type 40 words a minute, possess at least some computer skills and score 100 or higher on the Defense Language Aptitude Battery. All family members must be U.S. citizens and meet medical standards for the country of assignment.

For more information, contact Williams at (301) 677-2134, ext. 2633 (DSN 622) or via unclassified e-mail at jeff.williams@us.army.mil. The Attaché Management Division Web site is www.perscom.army.mil/epag/attaché.htm. Prerequisites and application procedures are in AR 611-60.

Program graduates honored



Moses



Wirth



LaForest



Jones

Three military intelligence officers who graduated from the yearlong National Systems Development Program (NSDP) and a civilian employee who graduated from the Presidential Management Internship Program (PMI) were honored Oct. 18 at a

ceremony at U.S. Army Intelligence and Security Command headquarters.

Graduates of the NSDP were Maj. Bruce D.

Moses, Capt. Peter J. Wirth and Maj. Michael P. LaForest. The NSDP curriculum places specific emphasis on unconventional, national signals intelligence and imagery intelligence systems. Since 1993, INSCOM has had 23 NSDP graduates.

INSCOM’s Presidential Management Internship Program graduate was Jeri Lynn Jones. The PMI program is a two-year intensive academic/on-the-job training program that began in INSCOM in 1989. The program is designed to attract high quality, talented people to INSCOM and other government intelligence agencies.

Hall of Fame nominations open

The Military Intelligence Hall of Fame is accepting nominations for the next induction. The hall of fame, located at Fort Huachuca, Ariz., recognizes individuals—commissioned officers, warrant officers, enlisted soldiers or professional civilians—who have made a lasting contribution to the Military Intelligence Corps or have distinguished themselves as intelligence professionals.

Nominations must be for individuals only. Individuals cannot nominate themselves, and nominees cannot be current U.S. Government employees in an intelligence role.

Nomination packets must include a nomination letter signed by the nominator that includes his or her postal and e-mail addresses and telephone numbers; the full name and official rank or grade of the nominee at the time of departure, retirement or death; a career biography, including the crucial assignments and accomplishments of the nominee that warrant induction; the address, e-mail and telephone numbers of the nominee, if living, or the address and telephone number of a surviving family member; the nominee’s Social Security number or service number; and an 8 x 10 inch photograph of the nominee or any photo that clearly shows the nominee.

For more information, contact Jim Chambers at (520) 533-1178 or DSN 821-1178. Send nominations to Headquarters, U.S. Army Intelligence Center and Fort Huachuca, ATTN: ATZS-CDR (Jim Chambers), Fort Huachuca, AZ 85613-6000, or e-mail to james.chambers@hua.army.mil.

Army News Overwatch

Post-deployment health guide created

Department of Defense officials believe caring for service members after a deployment should be a national priority. They've taken the lessons learned since the Gulf War and devised a set of guidelines for healthcare professionals to care for service members with deployment-related health concerns.

Informed by a decade of lessons learned from the Gulf War, military and Department of Veterans Affairs physicians are now better prepared to provide care for military personnel returning from Afghanistan and other deployments.

"Keeping our active duty members healthy is an important aspect of force health protection. This guideline assists physicians and patients by focusing on specific health concerns that may be deployment related," said William Winkenwerder, assistant secretary of defense for health.

The guideline also applies to individuals who were not deployed but who link their concerns to a military deployment, for example, family members of recently deployed active duty personnel. The guideline will offer physicians support in monitoring the long-term health of patients with deployment health issues and provide patients with the education they need to take an active role in their health care delivery.

"This guideline, which provides a structure to assess and manage post-deployment health, is primarily about improving the medical care for post-deployment concerns among all our patients, whether an active duty service member, a spouse, a child, a veteran or reservist," explained Army Lt. Col. Charles Engel, director of DoD's Deployment Health Clinical Center at Walter Reed Army Medical Center.

Beginning March 1, healthcare providers will ask service members who seek medical care if their visit is related to concerns stemming from a deployment.

"A certain proportion of people return (from deployments with) valid and real physical symptoms, and unfortunately diagnostic testing doesn't give us the exact answer as to what their disease is or ailment is," Engel said. "And what we have found

after the Gulf War is that even 10 years later, the best science doesn't give us a discreet answer as to what exposure on the battlefield may be responsible for this."

The guidelines don't contain a strict definition of "deployment." Engel explained there are countless situations in which military service members might experience hazardous exposures—be they psychological, industrial or environmental.

"This is an evaluation for people who've been to what essentially amounts to a hazardous workplace—a deployment of some sort—in service to their country," he said. Engel said the team developing the guidelines didn't want to use a strict definition of deployment, because that might exclude people from being treated properly under the guidelines.

For more information on post-deployment healthcare, visit <http://www.pdhealth.mil/>. (American Forces Press Service)

Installation chief explains centralized management

Installation management will be centralized by Oct. 1, 2002, to improve quality of life for soldiers and their families and save money at the same time, said the officer in charge of the initiative.

The major commands—such as Forces Command and Training and Doctrine Command—will no longer be the sole management authority for installations, said Maj. Gen. Robert Van Antwerp, the Army's assistant chief of staff for installation management. The hierarchy for installation management will begin with his ACSIM office at the Pentagon under the new program.

The next level will be regional installation directors, who will be assigned 20 to 26 installations to manage, Van Antwerp said. He said garrison commanders will take their command and control and funding directly from the regional offices.

Centralized Installation Management is long overdue, Van Antwerp said, because for years installations have been underfunded resulting in maintenance and repairs consistently not being done to facilities and Army housing.

"Under the new structure, funds at the garrison level will be fenced and base operations funds will be used for base operations services and repairs," said Van Antwerp. "There will be no migration of funds, and the flow of funds will be consistent and

more standardized.

"We're going after the well-being of soldiers and their families with this program. It's our commitment to put our money where our mouth is when it comes to where our people play, live and work."

Once the structure is implemented soldiers should see a higher level of service in family programs, recreational services and maintenance of facilities, Van Antwerp said.

There has been no formal decision on how many regions there will be and where the region headquarters will be located, Van Antwerp said. The draft plan is to have two overseas regions in Europe and the Pacific, and to have six stateside regions, he said.

"If you've seen one installation, you've seen one installation. They're not alike," Van Antwerp said. "So we're working on how to balance the regions."

Both MACOM and garrison commanders will still play a role in installation management, Van Antwerp said.

"Garrison commanders will have more authority over funding, resources and their people. There won't be as many loopholes at levels above the garrison, which will cause more funds to be available at the garrison level." (Army News Service)

Army building Bavarian hotel, expanding Disney site

The Army is adding more rooms to its "Shades of Green" hotel at Walt Disney World Resort in Florida and building a brand new hotel in the heart of Bavaria, Germany.

"During a time when we are asking so much from our armed forces and their families, quality of life issues become more important than ever," said Brig. Gen. Tony Taguba, commander of the U.S. Army Community and Family Support Center. "These new additions offer us two very tangible ways to say 'thank you' to our military personnel, Defense Department civilians and their families by offering them affordable, quality vacation destinations."

The new 330-room hotel in Garmisch, an hour south of Munich, Germany, at the foot of the Bavarian Alps, will replace four older hotels currently operating in Chiemsee and Garmisch. The 65-year-old facilities are built to European specifications and are costly to operate, officials said.

"It's cheaper to build a new hotel than to renovate the existing properties," said Peter F. Isaacs, chief operating officer of the U.S. Army Community

and Family Support Center in Alexandria, Va.

"Operating four separate hotels in different locations is also very inefficient from a business standpoint."

Although many have been drawn to the picturesque Lake Chiemsee and will be sorry to see it close, Garmisch was chosen as the hotel site because "historically, when we've polled customers over the years, given their choice of one destination, Garmisch is always the overwhelming choice," said Isaacs.

Rooms in the new hotel will be twice the size of existing rooms, comfortably accommodating four people with all their summer or winter recreational gear. Nearby are the Hausberg Ski Lodge, the Alpenblick golf course, a community recreation center and a campground.

Hotel amenities will include a swimming pool, spa facilities, conference and meeting rooms, a restaurant and lounge, all scheduled to open in 2004. Then the original properties will be returned to the host nation.

Across the Atlantic in Orlando, Fla., the Army is adding 299 guest rooms to Shades of Green at Walt Disney World Resort.

"We've been turning away as many customers as we take," said Isaacs. "Ever since we opened in 1994, our occupancy rate has been consistently at over 95 percent and lately as high as 99 percent. We just don't have enough rooms to satisfy the demand. That's why we're adding on."

During the 18 months of construction slated to begin in April, the hotel will close. Isaacs said trying to keep the hotel open during expansion would have a negative impact on guests and would make physical security too difficult to maintain. Plans call for the newly expanded hotel to reopen in September 2003.

While the hotel is closed, military members can still visit the area and stay at affordable rates. "We will continue to offer guests accommodations at quality hotels, including some on the Disney Resort, at affordable rates," said Isaacs. "Travelers can still make their reservations online at the Shades of Green Web site."

Also, a new hotel for service members opened Nov. 5 in Keystone, Colo. "Rocky Mountain Blue" is a partnership between the Air Force and Keystone Resorts, a 1,749-acre facility with 22 ski lifts. Defense officials said Rocky Mountain Blue is the first step in determining if there is a market for a government-owned resort in the Colorado area. (Army News Service)

The students of
Bad Aibling School
remember
the families and
the victims of the
tragedies of
11 September 2001